## BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE MANUAL 32-1007

30 MAY 2013

AIR FORCE RESERVE COMMAND
Supplement
8 MAY 2014

Civil Engineering

READINESS AND EMERGENCY (R&EM) FLIGHT OPERATIONS

## COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-

Publishing website at www.e-publishing.af.mil/.

**RELEASABILITY:** There are no releasability restrictions on this publication.

OPR: AFCEC/A7CX Certified by: AFCEC/CX

(Col Darren P. Gibbs)

Supersedes: AFMAN10-2507, 14 May Pages: 86

2009 and AFMAN32-4006,

1 October 1999

(AFRC)

OPR: HQ AFRC/A7XE Certified by: HQ AFRC/DA7

(Col Roy-Alan C. Agustin)

Pages:10

This manual implements Air Force Policy Directive (AFPD) 32-10, *Installations and Facilities* and portions of Air Force Instruction (AFI) 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations* and AFI 10-210, *Prime BEEF Engineer Force (BEEF) Program.* It describes Air Force (AF) Readiness and Emergency Management (R&EM) Flight responsibilities and processes applicable to the installation emergency management program. It applies to all AF active, reserve, guard and civilian employees. Whenever a governing contract requires compliance with this manual, this manual also applies to the contractor. This manual requires collecting and maintaining information protected by the *Privacy Act of 1974*. See **Attachment 1**, Glossary of References and Supporting Information, for definitions of acronyms, abbreviations, and terms used in this manual. Send major command (MAJCOM) supplements to this publication to AFCEC/CXR, 139 Barnes Drive Suite 1, Tyndall AFB, FL 32403-5319. Route recommended changes and questions about this publication from the field through MAJCOM Emergency Management Functional Managers. Recommended changes must be submitted on AF Form 847, *Recommendation for Change of Publication*. Ensure that all records

created as a result of processes prescribed in this publication are maintained according to Air Force Manual (AFMAN) 33-363, *Management of Records* and disposed of according to the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Ensure all prescribed or adopted forms adhere to disposition and retention instructions according to AFI 33-364, *Records Disposition-Procedures and Responsibilities*, Chapter 5 and Chapter 11. This Manual supersedes AFMAN 10-2507 to properly align guidance under the Civil Engineer series. Furthermore, this Manual consolidated mask confidence training procedures from AFMAN 32-4006, Nuclear, Biological, and Chemical (NBC) Mask Fit and Liquid Hazard Simulant Training thereby is also superseding this publication.

(AFRC) This supplement implements and extends the guidance of Air Force Manual (AFMAN) 32-1007 Readiness and Emergency Management (R&EM) Flight Operations, 30 May 2013. This supplement describes Air Force Reserve procedures to be used in conjunction with the basic manual. This publication in its entirety applies to all Air Force Reserve Command (AFRC) host Base Operating Support (BOS) emergency management offices and tenant wings except where specified as "host or tenant location only". This publication does not apply to the Air National Guard (ANG). This publication can be supplemented by lower levels. Refer recommended changes and conflicts between this and other publications to the Office of Primary Responsibility (OPR) at Headquarters Air Force Reserve Command (HQ AFRC/A7XE (EM), 255 Richard Ray Blvd, Building 549, Robins AFB, GA 31098-1637, using the Air Force (AF) Form 847, Recommendation for Change of Publication; AF 847's from the field through the appropriate functional chain of command. All waiver requests require AFRC/A7XE and HQ AF Civil Engineer Center (AFCEC) approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, Management of Records, and are disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

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# READINESS AND EMERGENCY MANAGEMENT (R&EM) FLIGHT STRUCTURE AND EM SECTION RESPONSIBILITIES

- **1.1. Purpose.** The AF must have an Emergency Management (EM) capability to be employed alone or as part of an AF, Joint, Interagency, or Coalition force, to support Combatant Commanders and AF objectives. This manual primarily focuses on guidance and procedures for the EM Section of the R&EM Flight to manage and execute the installation EM program.
- **1.1.** (**AFRC**)**Purpose.** This publication applies in its entirety to all AFRC host wing EM Offices. It applies to AFRC tenant wings only where specifically noted.

### 1.2. Structure.

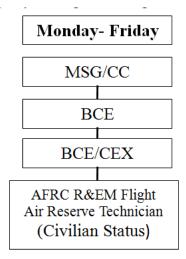
1.2.1. The active duty R&EM Flight (**Figure 1.1**) supports the Base Civil Engineer (BCE) by managing both the Prime Base Engineer Emergency Force (BEEF) program and the EM program. Some R&EM Flights will have reserve Individual Mobilization Augmentees (IMA) positions assigned to the flight. Careful, deliberate planning and forecasting is needed to properly utilize assigned IMAs.

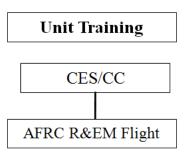
Figure 1.1. Readiness & Emergency Management Flight Structure.



**Note:** Civilian-based (civilian and contractor) R&EM Flights are "offices" and may not have an Expeditionary Engineering Section. MAJCOM Civil Engineers will determine the best structure for the civilianized flights.

Figure 1.1. (AFRC) Readiness & Emergency Management Flight Structure.





Note: EM offices (civilian) and R&EM Flight relationships Monday-Friday and during Unit Training Assemblies (UTA). The Chief of EM reports on all other full-time personnel (including the ART in civilian status) in the office. The Base Civil Engineer is the supervisor of the Chief of EM per HQ AFRC/A1 approved unit manning document.

- 1.2.2. **The Expeditionary Engineering Section.** The Expeditionary Engineering Section sustains unit readiness through organization, training and equipping of unit personnel to accomplish contingency operations.
- 1.2.3. The EM Section supports the cross-functional EM program integrating preparedness, response, recovery, and mitigation activities in an all-hazards physical threat environment to help commanders maintain and restore mission capability. The EM Section has a planning and management as well as an emergency response component within the Air Force Incident Management System (AFIMS).
- 1.2.4. Reserve flights on active duty installations are postured with one to two full-time positions that are Air Reserve Technicians (ART). The ARTs manage the requirements needed for the monthly unit training assembly and are responsible for coordination with the host for all host tenant support required according to AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*.

- 1.2.4.1. The flight also has traditional reservists that are postured according to the 4FPW-series unit type codes (UTCs) assigned and UTC skill level requirements.
- 1.2.4.2. Reserve personnel primary duty is to train to meet the mission capability statement requirements.
- **1.3. EM Missions.** As stated in AFI 10-2501, the primary missions of the AF EM program are to save lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability in an all-hazards physical threat environment at AF installations worldwide. The R&EM Flight leadership ensures processes are in place to accomplish these missions by transforming the Commander's priorities and expectations into actions that complement core EM mission sets. These EM missions are Planning, Preparedness and EM Operations:
  - 1.3.1. **Planning.** Effective emergency management relies on thorough integration of emergency plans at all levels of the organization. Emergency Management facilitates the development of the installation emergency management plan, focuses on resource and risk management planning, and has situational awareness of all other contingency plans on the installation.
  - 1.3.2. **Preparedness.** Department of Defense Instruction (DODI) 6055.17, *DOD Installation Emergency Management* identifies the following as preparedness activities: risk management; establishing interim and long-term actions to reduce and/or eliminate identified hazards and/or threats to the installation; establishing interim and long-term actions to reduce the impact of hazards and/or threats that cannot be eliminated; training; exercises; interagency coordination; and equipping response forces. Specifically, preparedness activities need to include training and education, and exercises, personnel qualifications, equipment certification, and the integration of planning and procedures.
  - 1.3.3. **Operations.** This involves providing direct support to the Incident Commander (IC) and/or Recovery Operations Chief during natural events, human-caused events (accidental and intentional) or technologically caused events. EM operations primarily involve providing support in the Emergency Operations Center (EOC), Chemical, Biological, Radiological, and Nuclear (CBRN) Control Center, Unit Control Center (UCC) or on-scene as required. During CBRN responses, support and integration into the Incident Command System (ICS) involves more tactical operations such as specialized detection and contamination control support.
- **1.4. EM Section Responsibilities.** The EM Section, under the host organization BCE, is the single focal point for the EM program on the installation and considered the installation commander's office of primary responsibility (OPR) for EM program execution. It is comparable to off-base Office of Emergency Management (OEM) counterparts. As such, they will execute the installation EM program through the establishment of core EM mission sets. A tenant Air Reserve Component (ARC) R&EM Flight is not responsible for installation program management. For Joint-Base installations where the sister service owns the EM program, Air Force EM Sections are the key EM representative for the senior AF authority and will perform duties necessary to properly train and educate Airmen on AF specific requirements (e.g., CBRN passive defense, etc.). The EM Section will:
- **1.4.** (AFRC)EM. AFRC tenant wings will maintain an internal EM capability in support of the host wing EM Representative Program and for the deployed mission of the reserve wing. The

- R&EM Flight ART or full time civilian equivalent performs this responsibility and is the tenant wing liaison to the host.
  - 1.4.1. Employ ways to gain the greatest value from manpower and financial resources used to execute the installation EM program. Ensure program responsibilities are consistent with commander's mission priorities.
  - 1.4.2. Analyze and recommend changes in equipment maintenance, training, administrative, tactics, techniques, procedures and concepts of operation to improve the effectiveness of existing capabilities. Up-channel recommended changes to the Major Command (MAJCOM).
  - 1.4.3. Meet all training and equipment requirements to respond to incidents using AFIMS as defined in AFMAN 10-2502, *Air Force Incident Management System (AFIMS) Standards and Procedures*.
- **1.5. Expeditionary Engineering Section Responsibilities.** The Expeditionary Engineering Section will:
  - 1.5.1. Ensure the resources and training required to undertake a unit's wartime mission(s) are consistent with tasked Designed Operational Capability (DOC) Statement and unit commander's priorities.
  - 1.5.2. Accomplish program requirements in accordance with Air Force Instruction (AFI) 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*, and Air Force Pamphlet (AFPAM) 10-219, Volume 8, *Prime Base Engineer Emergency Force (BEEF) Management*.
- **1.6. Flight Leadership Responsibilities.** Senior EM Flight personnel report to the BCE or equivalent and, as it relates to the EM program, will:
- **1.6.** (AFRC)Flight Leadership Responsibilities. AFRC military EM personnel at all locations perform these functions in support of the reserve wing deployed mission, during readiness exercises and inspections and when deployed.
  - 1.6.1. Serve as the installation Emergency Manager. Send a copy of this appointment to the local OEM.
  - 1.6.2. Serve as the EOC Manager. This should be able to support 24/7 operations.
  - 1.6.2. (AFRC) AFRC EM military personnel perform as the EOC Manager during readiness exercises and inspections and when deployed.
  - 1.6.3. Develop localized guidance as needed expanding upon the requirements in AFI 10-2501. This guidance can take various forms such as an AFI supplement, base instruction, or included in the Basic Plan within the Installation Emergency Management Plan (IEMP) 10-2, etc.
  - 1.6.3. **(AFRC)** Tenant R&EM Flights will review and consolidate inputs to host guidance when it affects the Reserve wing. Tenant flights will prepare a wing/group instruction that identifies Reserve wing EM responsibilities (Include HQ AFRC/A7XE on distribution).
  - 1.6.4. Assist commanders and functional area supervisors with developing and maintaining plans, policies and programs supporting EM program objectives. Coordinate installation EM support with MAJCOM A7 Emergency Management Functional Staffs.

- 1.6.5. Manage CBRN passive defense and consequence management activities using AFMAN 10-2503, *Operations in a Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Environment*, AFI 10-2501, and applicable AF Tactics, Techniques, and Procedures (AFTTPs).
- 1.6.6. Coordinate local EM policies and procedures with local civilian EM counterparts. MAJCOMs will determine Outside Continental United States (OCONUS) requirements.
- 1.6.7. Facilitate installation Emergency Management Working Group (EMWG) meetings according to AFI 10-2501. This includes taking detailed minutes and tracking open items identified by the EMWG until closed.
- 1.6.7. (AFRC) AFRC tenant wings will establish a forum (EM council, steering group, etc.) to review and address Reserve wing EM issues to present to either the host EM working group (EMWG) for home station issues or HQ AFRC for deployment issues.
  - 1.6.7.1. (Added-AFRC) . The forum meets at least semi-annually. Agenda items include issues and goals for training, exercising, evaluating, individual protective equipment, and unit EM staff assistance visit (SAV) trends.
  - 1.6.7.2. (**Added-AFRC**) . The forum membership is composed of the chairman (Mission Support Group commander or designated alternate) and the functions in **Table**1.2 Meeting minutes are recorded, distributed and maintained by the R&EM Flight.

Table 1.2. (Added-AFRC) EM Forum Membership.

	Judge Advocate
Mission Support Group Commander (Chair)	
Air Traffic Control	Logistics Readiness Squadron
Air Force Office of Special Investigations	Maintenance Group
Aircrew Flight Equipment	Medical Representative
Bioenvironmental Engineer Officer	Mental Health
Civil Engineer	Operations Group
Command Post	Public Affairs
Communications	Public Health Emergency Officer
Contracting	Safety
Emergency Management (facilitator)	Security Forces
Explosive Ordnance Disposal	Chaplain
Fire Emergency Services	Intelligence
Force Support (Services and Personnel Readiness)	Weather
Wing Antiterrorism Officer	Wing Inspector General
Wing Deployment Officer	Wing Plans and Programs
Wing Exercise Evaluation Team Chief	Wing Critical Asset Risk Management/ Critical
	1

- 1.6.8. Represent as CBRN and EM subject matter experts on installation working groups such as the Threat Working Group, Anti-terrorism Working Group and other installation working groups.
- 1.6.8. (AFRC) Tenant wings attend by host invitation.
- 1.6.9. Brief installation, group, unit commanders, ARC R&EM Flight Superintendents, Air Reserve Technicians, and senior leaders on EM policies and commanders' EM responsibilities. Provide commanders EM expertise to assist them as they budget for, equip, and organize their unit Disaster Response Force (DRF) components.
- 1.6.9. (AFRC) The tenant unit R&EM Flight provides newly-assigned Reserve unit commanders a briefing on both host and Reserve wing EM policies and responsibilities. The briefing should include the wing's roles and responsibilities outlined in the host IEMP 10-2.
  - 1.6.9.1. Customize unit briefings based on the mission and responsibilities of each particular commander. General and specific unit responsibilities can be found in AFI 10-2501.
  - 1.6.9.2. Emphasize partnerships while orienting commanders by explaining not only what EM can do for a unit but what the unit needs to do to ensure preparedness and readiness.
- 1.6.10. Ensure completion of the EM program's vulnerability, risk and capabilities assessment. Develop work-arounds for identified EM gaps. Consider Mutual Aid Agreements (MAAs), Memorandums of Agreements (MOAs) and Memorandums of Understanding (MOUs) with surrounding R&EM Flights, Guard/Reserve units, and/or off-base capabilities. Ensure these efforts complement the development of the IEMP 10-2.
- 1.6.11. To successfully execute the R&EM Flight financial management responsibilities, Flight leadership must work closely with the Civil Engineer (CE) squadron Resource Advisor (RA), functional area managers and the EMWG to develop, coordinate and execute a coordinated budget with available funding.
- 1.6.12. Staff additional appointments as required. Implementing the installation EM program is a priority. **Figure 1.2**, illustrates key duties governed by other AF programs that support execution of the EM program and are typically required:
- 1.6.12.1. Develop a flight safety program according to **Chapter 2** and requirements outlined by the unit and wing safety program.
- 1.6.13. Ensure training classes are provided to support the installation EM program according to AFI 10-2501.
- 1.6.13. (AFRC) The R&EM ART or BOS civilian equivalent schedules training with the host using ACES-PR Unit Scheduler.

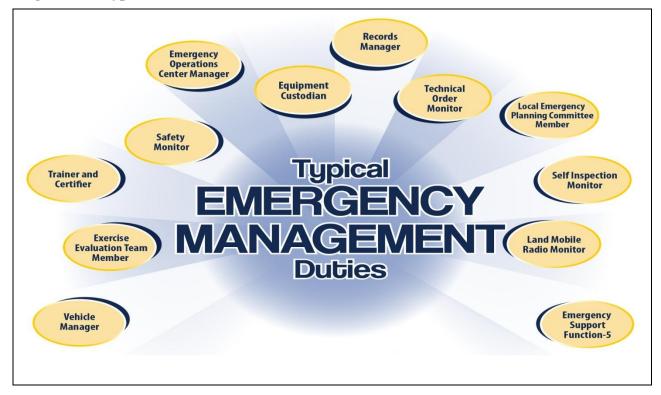


Figure 1.2. Typical EM Duties.

- 1.6.14. Establish an on-the-job training (OJT) program according to guidance provided by the Unit Training Manager and current procedures.
  - 1.6.14.1. Develop a master task listing according to AFI 36-2201, *Air Force Training Program* for upgrade training and position qualification.
  - 1.6.14.2. Ensure all EM personnel are trained, exercised and qualified to proper skill-level standards and requirements listed in the *Air Force Specialty Code (AFSC) 3E9X1 Emergency Management Career Field Education and Training Plan (CFETP)* through a comprehensive in-house training program. Incorporate drills and functional exercises into the in-house training program.
  - 1.6.14.3. Forecast formal and specialty training requirements according to Chapter 3.
  - 1.6.14.4. Evaluate EM instructor fundamentals semi-annually using the Air Education and Training Command (AETC) Form 281, *Instructor Evaluation Form*. Provide follow-up on instructor fundamental deficiencies as required. ARC EM instructors must be evaluated at least annually.
  - 1.6.14.4. (**AFRC**) The AETC Form 281, *Instructor Evaluation Form*, is posted on the AFRC R&EM SharePoint. To complete the certification process the evaluator must coordinate with the trainer to ensure a valid AF From 623A entry is made in individuals AFTR records.
  - 1.6.14.5. (Added-AFRC) The supervisor ensures a training request is accomplished during their first Unit Training Assembly (UTA) through the unit training manager for entry-level EM personnel to attend the EM Apprentice course, J3ALP3E931. Note:

Supervisors of personnel must maintain full documentation of trainee's progress in the Career Field Education and Training Plan (CFETP) using the Air Force Training Record (AFTR) process throughout upgrade training.

- 1.6.15. Equip EM Section response forces for EM operations according to Chapter 4.
- 1.6.16. Provide installation EM planning according to Chapter 5.
- 1.6.17. Ensure Flight information management duties are accomplished according to **Chapter 6**.
- 1.6.18. Advocate for Secret Internet Protocol Router Network (SIPRNET) capability and access for planning and reporting to support the EM and Expeditionary Engineering sections as well as the EOC.
- 1.6.19. Ensure unit EM programs are managed according to Chapter 7.
- 1.6.20. Develop, manage, and execute the R&EM Flight budget according to Chapter 8.
- 1.6.21. Implement the installation EM Staff Assistance Visit (SAV) Program.
- 1.6.21. (**AFRC**) The AFRC Tenant R&EM Flights will be the Reserve Wing EM Representative to the host. The Reserve Wing EM Representative manages an internal EM SAV program supporting the host EM Representative program requirements.
- 1.6.22. Supervise an annual self-inspection using checklists and procedures provided by the parent MAJCOM according to **Chapter 9**.
- 1.6.22. (AFRC) Establishes a self-inspection program using the Management Internal Control Toolset (MICT) and expands the EM Checklist to include local procedures and requirements.
  - 1.6.22.1. If MAJCOM assistance is requested, the request must come from the unit commander.
  - 1.6.22.1. **(AFRC)** Requests for HQ AFRC/A7XE to provide a staff assistance visit (SAV) must be requested and coordinated using the wing and HQ AFRC IG Gatekeeper process.
  - 1.6.22.2. Coordinate, prepare for, budget, and host the MAJCOM EM SAV according to AFI 90-201, *Air Force Inspection System*, and MAJCOM guidance.
  - 1.6.22.2. (AFRC) Units requesting a MAJCOM SAV are required to fully fund the travel and per diem.
- 1.6.23. Provide support to the installation Wing Inspection Team (WIT). This includes maintaining a close partnership with the exercise office and offering subject matter expertise in EM program training and exercise scenario development.
- 1.6.24. Develop and document processes for managing the R&EM Flight and supporting the installation EM program. Operating instructions, checklists, flight operating guides, or standard operating procedures are all acceptable tools to develop these procedures. Review AFI 33-360, *Publications and Forms Management*, for specific guidance on operating instructions. Document a review of these processes at least annually. Chapter 6, provides a recommended list of EM Section processes.

- 1.6.25. Develop an installation "Be Ready" awareness campaign.
- **1.7. Manning.** The R&EM Flight is typically led by a Company Grade Officer or Senior Civilian. Ideally, the EM Section follows the enlisted force structure with junior Airman, Non-Commissioned Officers and Senior Non-Commissioned Officers. This will vary in civilian and contracted flights. However, actual assigned personnel often do not match authorizations. Manning shortfalls require leadership to prioritize work assignments.
- **1.7.** (AFRC)Manning. AFRC R&EM flight manning is based on the unit type codes assigned. At AFRC BOS installations and stations, manning consists of EM civilians who manage day–to-day program requirements and may also have an ART on staff. At tenant wings the day-to-day EM requirements are managed by an EM ART
  - 1.7.1. If the installation has an established augmentation duty program as outlined in AFPAM 10-243, *Augmentation Duty*, determine the manpower requirements for, size, and scope of the installation Emergency Management Support Team (EMST). Base requirements for EMST on difference between available EM forces and requirements needed to meet the mission specific to the location. OCONUS locations may have to increase their EMST requirements based on the wartime requirement as driven by the threat. When the installation does not have a structured augmentation program in place, use the EMWG as the vehicle to properly identify requirements and specify who will provide the manpower.
- **1.8. Air Force Certified Emergency Manager (AFCEM) Program.** This program professionalizes the career field and allows members in the AF Emergency Management community to be awarded one of the three levels of accreditation: Air Force Certified All Hazards Responder (AFCAHR), Air Force Certified Associate Emergency Manager (AFCAEM), or Air Force Certified Emergency Manager (AFCEM).
  - 1.8.1. The AFCEM program is completely voluntary but highly recommended.
  - 1.8.2. This Program is closely aligned with the International Association of Emergency Managers (IAEM) Certified Emergency Manager (CEM) and Associate Emergency Manager (AEM) process. Completion of the AFCEM program does not constitute complete reciprocity credit with the IAEM. However, many of the accomplishments required to obtain an AFCEM or AFCAEM will provide a large portion of the requirements for award of the CEM and AEM.
  - 1.8.3. In order to apply to this program, the applicant must be a 3E9X1 Emergency Manager, Readiness Flight Officer, government civilian or Air Force contractor working in the R&EM Flight, Air Force Emergency Management Instructors, Emergency Management Functional at MAJCOM, Direct Reporting Unit (DRU), Forward Operating Agency, or working in an EM position on Inspector General Staffs.
  - 1.8.4. The process of being certified is based on the individual's Air Force skill-level, education, experience and professional contributions.
  - 1.8.5. The AFCEM program application package can be obtained electronically on the Readiness and Emergency Management Flight Community of Practice (CoP).
    - 1.8.5.1. The package will be submitted electronically to the appropriate approving authority and then to AFCEC/CXR for input into the Department of Defense (DOD) Certification Database. Approving authorities are as follows:

- 1.8.5.1.1. AFCAHR Readiness and Emergency Management Flight Officer/Flight Chief.
- 1.8.5.1.2. AFCAEM MAJCOM EM Functional Area Manager (FAM). If assigned to a MAJCOM, the 3E9X1 Career Field Manager (CFM) will be the approval authority.
- 1.8.5.1.3. AFCEM Air Force Emergency Management (AFSC 3E9X1) CFM.
- 1.8.5.2. Packages will be reviewed by the appropriate approving authority within 90 days of receipt.
- 1.8.5.3. Once packages have been approved by the appropriate approving authority and received by AFCEC/CXR, the applicant will receive an email with instructions how to access and complete the appropriate certification exams. These certification exams are accessible on the AFCEC CE Virtual Learning Center webpage. An 80% or higher is required to pass the exam with one retest opportunity. If the applicant fails the retest, then they may retake the test in 90 days. This time should be utilized to review study material and properly prepare for the exam.
- 1.9. Additional Emergency Management Section Structure, Manpower, Personnel, and Administration Resources: are available in Table 1.1.

Table 1.1. Additional Readiness and Emergency Management (R&EM) Flight Structure and EM Section Responsibilities Resources.

Additional Resources
Presidential Policy Directive (PPD)-8, National Preparedness, March 30, 2011
AFI 10-210, Prime Base Engineer Emergency Force (BEEF) Program
AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations
Air Force Handbook (AFH) 33-337, Tongue and Quill
AFI 36-2618, The Enlisted Force Structure, Chapters 3, 4, 5
AFI 36-2629, Individual Reservist (IR) Management
AFMAN 10-2502, Air Force Incident Management Systems (AFIMS) Standards and Procedures
AFPAM 10-219 V8, Prime Base Engineer Emergency Force (BEEF) Management
Program Action Directive (PAD) 07-02, Implementation of CE Transformation Plan
Department of Defense Instruction (DODI) 6055.17, DOD Installation Emergency Management
(IEM) Program
Civil Engineer Squadron (CES) Reorganization Implementation Plan Change 1 for PAD 07-02
War Mobility Plan (WMP)-1

## INTELLIGENCE, SECURITY, AND SAFETY

## Section 2A—Intelligence

**2.1. Objectives.** EM operations require an understanding and implementation of sound intelligence, security, and safety practices.

## 2.2. Intelligence Requirements.

- 2.2.1. **Homeland Defense (home-station) Assessments.** Participate in core Homeland Defense planning groups. (e.g., Force Protection Working Group, Threat Working Group, etc).
- 2.2.2. Research specific DOC tasking locations and maintain a file on each site. Much of the information may be found if the deployed location has an expeditionary site plan. AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*, Attachment 13, CBRN Defense Operations provides specific guidance. As a minimum, consider the following: mission and threat assessments, maps, host nation EM or CBRN capabilities, facility plans and point of contact.
- 2.2.3. For information not available through the aforementioned, initiate a Request For Information (RFI) to the local intelligence squadron. RFIs should be specific, outline the need for the information and are most often classified.
- 2.2.4. Access to intelligence information requires access to SIPRNET and proper clearance.

### Section 2B—Security

#### 2.3. Physical Security Requirements.

- 2.3.1. Protecting information is critical to mission accomplishment. The R&EM Flight typically maintains classified or sensitive information necessary for the flight or CE Squadron to manage the EM and Prime BEEF programs as well as CBRN defense activities.
- 2.3.2. All flight personnel should be familiar with AFI 31-401, *Information Security Program Management*, specifically as it pertains to handling, storing, generating or transporting classified information.
- 2.3.3. Most R&EM Flights maintain classified containers for the unit and, as such, may have to grant access to the safe to other unit personnel outside the flight. According to AFI 31-401, personnel who have authorized possession, knowledge, or control of classified information grant individuals access to classified information when required for mission essential needs and when the individual has the appropriate clearance and has a need to know the information.

### Section 2C—Safety Programs

**2.4. Ground Safety Programs.** R&EM Flights may be required to participate in, and therefore should be familiar with, the following health and safety programs. Document training on AF

- Form 55, Employee Safety and Health Record, for every flight member as prescribed by AFI 91-302, Air Force Occupational and Environmental Safety, Fire Protection and Health (AFOSH) Standards.
  - 2.4.1. Environmental Management System, Hazardous Communications.
  - 2.4.2. Respiratory Protection Program. Bioenvironmental Engineers (BEE) are responsible for the Respiratory Protection Program as outlined in Air Force Occupational Safety and Health Standard (AFOSHSTD) 48-137, *Respiratory Protection Program*.
  - 2.4.3. Blood Borne Pathogen Program.
  - 2.4.4. **Laser Safety.** Ensure all flight personnel that operate, maintain and store the First Defender Spectrometer are trained annually using material provided by the Base Bioenvironmental Engineering (BE) Flight/Base Laser Safety Officer (LSO).
- **2.5. Job Safety Analysis (JSA).** The JSA is well suited to identify the hazards associated with some EM operations to include the CBRN Defense Survival Skills Course and active CBRN response. Supervisors' duties and responsibilities should include identifying hazards associated with tasks and:
  - 2.5.1. Knowing the safety and occupational health standards that apply to EM areas.
  - 2.5.2. Analyzing the job environment and tasks for hazards through proper operational risk management techniques.
  - 2.5.3. Developing job safety standards or training outlines for assigned work areas and train personnel on standards to follow and hazards to avoid.
  - 2.5.4. Taking appropriate actions to promptly mitigate safety and health hazards and correct deficiencies.
  - 2.5.5. Using a JSA can reduce workplace injuries by reducing each job to its fundamental steps, then identifying the hazards associated with each of those steps, and finally, developing solutions to control those hazards. Once the JSA is completed, it serves the additional benefit of providing a training tool to new employees so that they are aware of the hazards and controls.
- **2.6. Personal Safety Responsibilities.** Individuals have the responsibility to support a safe workplace to include:
  - 2.6.1. Complying with personal protective equipment requirements that apply to the work situation, including its use, inspection, and care.
  - 2.6.2. Giving due consideration to personal safety and the safety of fellow workers while doing assigned tasks.

2.7. Additional Intelligence, Security, and Safety Resources: are available in Table 2.1.

Table 2.1. Additional Intelligence, Security and Safety Resources.

Additional Resources
AFI 10-404, Base Support and Expeditionary Site Planning
AFI 31-401, Information Security Program Management
AFMAN 91-201, Explosive Safety Standards
DOD Information Assurance Awareness (ZZ133098) Information Assurance Course
AF Job Safety Analysis Advanced Distributed Learning Service (ADLS) training

- **2.8. Personal Safety Responsibilities.** Individuals have the responsibility to support a safe workplace to include:
  - 2.8.1. Complying with personal protective equipment requirements that apply to the work situation, including its use, inspection, and care.
  - 2.8.2. Giving due consideration to personal safety and the safety of fellow workers while doing assigned tasks.

## OPERATIONS, EDUCATION AND TRAINING

## Section 3A—EM Operations

- **3.1. Operations Objectives.** Operations activities support Command and Control (C2), advise installation leadership and provide on-going support to the installation EM program.
- **3.2. Operations Roles and Responsibilities.** Primary roles and responsibilities include:
  - 3.2.1. Supporting the EOC Manager by establishing processes and procedures to:
  - 3.2.1. (AFRC) This paragraph and all sub paragraphs apply to EM traditional reservists (TRs) at both host and tenant wings. These duties are performed for exercises, inspections and when deployed.
    - 3.2.1.1. Identify primary and alternate EOC locations. Ensure the EOC and alternate EOC can be activated within the timeframe mandated by local policies and guidance.
    - 3.2.1.2. Develop and maintain applicable EOC quick reaction checklists (QRCs) in support of the IEMP 10-2. Assist EOC representatives in developing and reviewing function-unique response checklists used in the EOC.
    - 3.2.1.3. Monitor pre-incident activities until the EOC is activated.
    - 3.2.1.4. Activate the EOC and alternate EOC when directed.
    - 3.2.1.5. Maintain EOC staff rosters.
    - 3.2.1.6. Work with EOC members to support the EOC Director and IC.
    - 3.2.1.7. Work with the Communications Squadron to ensure the EOC has interoperable communication systems with all base agencies and civil authorities.
  - 3.2.2. Ensure Emergency Support Function (ESF) 5 has the ability to provide core management functions such as:
    - 3.2.2.1. Facilitating the flow of information and planning among response partners.
    - 3.2.2.2. Identifying critical resource needs and establishing priorities.
    - 3.2.2.3. Coordinating the deployment of assets and mission assignments.
    - 3.2.2.4. Maintaining situational awareness and a Common Operational Picture (COP) through information collection, analysis, and management.
    - 3.2.2.5. Monitoring Force Protection Conditions (FPCON) and resultant activities.
  - 3.2.3. Support the development of duty rosters:
    - 3.2.3.1. Identify all EM Section personnel and EMST members as emergency responders in line with AFIMS implementation of the National Response Framework and the National Incident Management System as directed by Homeland Security Presidential Directive-5 (HSPD-5), *Management of Domestic Incidents*.

- 3.2.3.2. Regularly, forecast and posture personnel in order to execute emergency response for at least one full operational period during and after duty hours. Consider utilizing an electronic/hardcopy Emergency Management Response Assignment Roster similar to **Table 3.1**, and posting it in a common area within the flight for quick access as well as providing all personnel a copy each time the roster is updated. Provide a copy of the EOC Director and EOC Manager contact information for the operational response period to the Command Post.
  - 3.2.3.2.1. Identify qualified personnel to fill required response positions based on the threat/mission and IEMP 10-2. As an example, EOC Director, EOC Manager, ESF-5, CBRN Control Center (CBRN CC), on-scene C2, Active CBRN Response (ACR) Response Team, Contamination Control Station (CCS) Team, and Contamination Control Area (CCA) Team. Plan for two Hazardous Material (HAZMAT) Technicians on-call to support the IC during HAZMAT or ACR.

Table 3.1. Sample Emergency Management Response Assignment Roster.

Sample Emergency Management Response Assignment Roster						
_	Call Sign	Mission				
	"Dragon"	CBRN	CBRN ACR			
		High Threa	t Area		Acci	dent
		1 <sup>st</sup> Shift	2 <sup>nd</sup> Shift	1 <sup>st</sup> Shift	1 <sup>st</sup> Shift	2 <sup>nd</sup> Shift
SMSgt North	1	EOC Manager		EOC	EOC	
				Manager	Manager	
MSgt Crown	2		EOC	ESF 5		EOC
_			Manager			Manager
TSgt Royal	3	ESF 5		Team	ESF 5	
				Leader		
SSgt Denver	4		ESF 5	CBRN CC		ESF 5
SSgt	5	CBRN CC		Sample	Incident	
Durango				Team	Command	
_					Post (ICP)	
SSgt Clint	6		CBRN	Sample		ICP
			CC	Team		
SrA	7	Reconnaissance		Initial	UCC	
Eastwood		(Recon)		Monitoring		
		, ,		Team		
SrA South	8		Recon	Initial		UCC
				Monitoring		
				Team		

3.2.3.2.2. Obtain Flight leadership approval on the assignment roster and incorporate into the EM standby procedures. If a personnel shortfall exists with any position(s), notify appropriate senior leaders and emergency response agencies of the impact on response operations.

- 3.2.3.3. Ensure all EM (military/civilian) personnel conduct an operational check of all assigned equipment for their position on the first day of each assigned shift. For example, individuals assigned to the EOC Manager and ESF-5 positions will ops check the EOC to verify that all equipment is operational and identify/report any shortfalls and limiting factors impacting installation EOC operations.
- 3.2.3.4. Establish, organize, and maintain a CBRN Control Center.
  - 3.2.3.4.1. The CBRN Control Center should be organized, staffed with trained personnel, and equipped to advise the EOC on management of post-attack reconnaissance, contamination control operations, and shelter operations during contingency operations. The control center may also dispatch, track and manage the EMST activities.
  - 3.2.3.4.2. The CBRN Control Center, at a minimum, is equipped with Joint Effects Modeling (JEM), digitized mapping software, and should be capable of sending and receiving inputs, reports and radio transmissions from the EOC, UCCs, and specialized teams.
- 3.2.3.5. Provide support to fulfill the requirements of the *USAF War and Mobilization Plan, Volume 1 (WMP-1)*.
- 3.2.3.6. Tailor response checklists/procedures for established response standards.
- 3.2.3.7. Support special programs such as air shows, EM-unique programs, and DOD programs as directed by the MAJCOM, installation commander, and CE Commander.
- 3.2.3.8. Provide Installation Geospatial Information and Services interface for EM response and recovery actions. Provide response maps from the CE Programs Flight to the DRF. Response maps, as a minimum, must support the Military Grid Reference System according to guidance in CJCSI 3900.01C., *Position (Point and Area) Reference Procedures*.
- 3.2.3.9. Establish and manage the EMST.

## 3.3. Emergency Management Support Team.

- **3.3.** (AFRC)Emergency Management Support Team. This paragraph and all subparagraphs apply to EM TRs at both host and tenant wings. These duties are performed for exercises, inspections and when deployed.
  - 3.3.1. Assist flight leadership in determining the size and scope of the installation EMST. Brief EMST requirements to the EMWG for approval and submission to the Augmentation Review Board (ARB). Table 3.2, can be used to build EMST requirements.
  - 3.3.2. Justification for the amount of support should be based on initial response capability to threats at the installation. Requirements should be adjusted based on mutual aid agreements for follow-on support. Validate requirements through the ARB if established.
  - 3.3.3. Establish, schedule, and coordinate training for EMST personnel. Ensure the team is trained to assist with response efforts (e.g. team members), command and control duties (e.g., activity log of events, personnel accountability, etc.) and recovery operations and provide critical support necessary for the EM responders to perform 24-hour operations.

**Sample EMST Requirements** Total Emergency Management Requirements (minimum per operational period) 20 Management Command and Control 4 4 Non-technical Command And Control 4 Technical Active CBRN Response 8 Non-technical Active CBRN Response Total Emergency Management Available Assets (minimum per operational period) 14 Flight EM technicians 6 Installation Active CBRN Response EM assets 2 6 Unit non-technical civilian assets (e.g. administrative assistant) Summary Requirements 20 Assets 14 Augmentation Needs

Table 3.2. Sample Emergency Management Support Team Requirements.

### **Notes:**

- 1. Augmentation means using people in other than their assigned Control Air Force Specialty Code duties. After BCEs exhaust their military personnel resource pool, recommend they look within their organization to see if there are skilled and/or trained Department of the Air Force (DAF) civilian members who can perform the duty prior to seeking assistance from other organizations through the ARB.
- 2. Consider local needs and conditions when determining augmentation requirements. Augmentation requirements are used primarily to support temporary, short-term workload surges during wartime, contingency, natural disaster, and exercise situations.
- 3. Units using augmentees decide augmentee duties and train the augmentees to perform those duties. The augmented unit tracks all required training.
- 4. Augmented units should fund for required training, necessary equipment, uniform items (rain gear, cold weather gear, etc.), and safety gear (steel toed boots, leatherwork gloves, reflective belts, etc.).
- 5. Before DAF civilian employees are used for augmentation duties all legal, regulatory and bargaining agreement stipulations should be followed closely.
- 6. Collocated ARC units may be utilized to fill known augmentee requirements. Close coordination and scheduling with the ARC units is required to ensure availability of personnel and funding to meet the augmentation needs.
- 7. All 3E9X1 personnel are classified as emergency responders and should not be assigned to any type of augmentee duties that will conflict with their emergency response duties.
  - 3.3.4. Establish local logistics requirements, budget, and procure equipment specific to the EMST mission for EMST personnel responding to incidents.
  - 3.3.5. EMST tasks may include, but are not limited to: CCS, ESF-5, CBRN Control Center, incident command post operations, EOC administration, and other EM support duties.

### Section 3B—EM Training

- **3.4. IEM Training and Education Objectives.** EM courses provide installation personnel with the required knowledge and skills to, prepare for, respond to, and recover from incidents requiring AF response. The EM Training Element will:
  - 3.4.1. Coordinate installation EM training according to AFI 10-2501. All EM instructors must be task certified in a course before they can teach it. Use AF Form 1098, *Special Task Certification and Recurring Training*, as prescribed by AFI 36-2201, to document task certification.
  - 3.4.1. (**AFRC**) To facilitate specific upgrade training requirements, AFRC EM personnel at the 3-skill level will not teach CBRN Defense Courses until all 5-level upgrade requirements are met and they have been evaluated and certified to teach utilizing the established process and criteria identified in paragraph **1.6.14.4** Once met, the supervisor has the option of allowing the 3-levels to instruct with or without the supervision of a qualified instructor (5-level or higher). Once the 5-skill level is awarded, personnel may instruct courses unsupervised, but must be evaluated and recertified annually.
  - 3.4.2. Develop a training schedule and post it on the Automated CE System Personnel Readiness (ACES-PR) Unit Scheduler Module for units to view and use to schedule classes. Consider scheduling a majority of CBRN Defense Survival Skills classes within the Air and Space Expeditionary Force (AEF) training windows. Account for variances related to exercises, leaves, other Temporary Duty (TDYs) and deployments in order to cover your minimum requirements.
  - 3.4.2. (AFRC) AFRC tenant units will use ACES-PR Unit Scheduler to submit requests for classes.
  - 3.4.3. Determine requirements for training, such as training sites, facilities, classroom furniture, audio-visual equipment, supplies, and student materials.
  - 3.4.4. Determine the minimum class size for all EM courses the flight instructs. Publish minimum class sizes and any "no show" policies approved by the installation EMWG in local guidance. Typically, a recommended class size for CBRN Defense Survival Skills will be 10-15 students. The number of classes required will depend upon many factors, such as the number of specialized team members assigned and the turnover rate of the team members.
  - 3.4.4. (AFRC) AFRC Tenant units will coordinate minimum class size and no show policies through the local EM forum with the host R&EM Flight.
  - 3.4.5. Develop an instructor schedule for all EM installation training. Consider implementing instructor-to-student ratios of one instructor for every 30 students. The exception is the CBRN Defense Survival Skills which requires one instructor for every 15 students. Table 3.3, Example Training Forecast Matrix provides an example of a matrix for determine training workloads.
  - 3.4.5. (**AFRC**) AFRC R&EM Flights will provide the host R&EM Flight an instructor schedule. **Note:** CBRN Defense Survival Skills remains the responsibility of the host R&EM Flight.
    - 3.4.5.1. Coordinate the installation training schedule through the EM elements, and gain approval through R&EM Flight leadership prior to publicizing.

- 3.4.5.2. All assigned EM personnel must teach at least one class a quarter to maintain instructor proficiency. This may include a lesson during in-house training (IHT). ARC EM instructors must teach at least one class per year.
- 3.4.5.2. (AFRC) AF Reserve EM personnel will not conduct more than one CBRN Defense Training (CBRN Defense Awareness Course /CBRN Defense Survival Skills) class per calendar year. The primary training of EM TRs is to acquire the knowledge and proficiency required to survive and operate in a contingency environment.
- 3.4.6. Develop and maintain master lesson plans for instructor-led courses utilizing available instructor guides created by AFCEC/CXR. Tailor lesson plans to local conditions. Review and update lesson plans annually or when guidance, such as publications or Technical Orders (TO), changes. Use AFMAN 36-2236, *Guidebook For Air Force Instructors*, for any locally developed courses. Use multi-media and educational handouts to support training. Develop products if AFCEC training tools do not exist for the subject being taught.
- 3.4.6. (AFRC) Tenant R&EM Flights may use the host lesson plans as long as lesson plans are tailored to the unit's mission. At AFRC installations and stations, the EM Office develops the master lesson plans for instructor lead courses.
- 3.4.7. Maintain and publish training statistics for all courses conducted. Provide trend analysis on unit scheduling, attendance rates, and classroom utilization rates to the EMWG and higher headquarters as required by MAJCOM direction.
- 3.4.7. (**AFRC**) Provide trend analysis on unit scheduling, attendance, and classroom utilization rates to the EM Forum.
- 3.4.8. When the situation changes, just-in-time training (e.g. Contamination Control Team (CCT), or Shelter Management Team (SMT)) will require re-prioritizing existing workload in order to get all specialized teams scheduled and trained.
- 3.4.8. (**AFRC**) AFRC tenant wing R&EM Flights provide EM specialized team training (CCA, EMST, SMT) while deployed, or to support exercises and inspections.

**Table 3.3. Example Training Forecast Matrix.** 

<b>Example Training Forecast Matrix</b>								
Course	Annual Training Requirements	Maximum Class Size	Minimum Scheduling Frequency <sup>1</sup>	Local Recurring Frequency <sup>2</sup>	Annual Class Requirement	Instructors Required	Projected Class Duration in hours	Annual Instructor Hours
CBRN Defense	3000	20	$M^3$	$A^3$	150	2	5	1500
Survival Skills								
CCA Operations	80	10	$Q^3$	$Q^3$	8	1	5	40
UCC Operations	80	10	$Q^3$	$Q^3$	8	1	8	64
EMST	10	10	$M^3$	$M^3$	12	1	16	192
SMT	40	10	$Q^3$	$Q^3$	4	1	8	32

CCT	50	10	$Q^3$	$Q^3$	5	1	8	40
UNIT EM REP	90	10	$Q^3$	$Q^3$	9	1	6	54
BEPO	5000	$N/A^3$	$M^3$	N/A <sup>3</sup>	12	1	.25	3
TOTALS	8350				208			1925

### **Notes:**

- 1. Minimum scheduling frequency required regardless of students requiring training. (For example, the Base Emergency Preparedness Orientation (BEPO), is scheduled every third Thursday without knowing how many students are required or will show.)
- 2. Recurring training frequency. (For example, local procedures may dictate UCC members be trained quarterly and EMST members be trained monthly.) These frequencies are only examples. 3. M = Monthly, Q = Quarterly, A = Annually, N/A = Not Applicable
  - 3.4.9. Update the ACES-PR database with training conducted. Document completion of Air Force EM education and training utilizing AF Form 4450, *Emergency Management Training Report*.
  - 3.4.10. Use the procedures in **Attachment 2**, Mask Confidence Training, if mask confidence training is incorporated into the local CBRN defense skills training.
  - 3.4.11. Supplement the CE Operations Flight Facility Manager's Training with EM information, such as shelter-in-place procedures.
  - 3.4.12. Tailor the BEPO training only to the threats and unique requirements of the installation. De-conflict topics that may be covered by Fire Emergency Services (FES), Antiterrorism or the Wing Safety office.
- **3.5. In-House Training (IHT).** A well planned training program will assist with the career progression from Responder to Emergency Manager. IHT procedures are defined in **Attachment 3.**
- **3.6.** Emergency Management Career Progression. The CFETP 32EX for officers and 3E9X1 for enlisted provide a comprehensive education and training document identifying life-cycle education and training requirements, training support resources, and minimum requirements for an Air Force specialty. Civilians occupying associated positions should use Part II of the 3E9X1 CFETP as a guide to support duty position qualification training.
  - 3.6.1. **EM Trainers and Task Certifiers.** Ensure trainers are recommended by their supervisor, qualified to perform the task being trained, and have completed the Air Force Training Course. AFI 36-2201 lists task certifier qualifications and responsibilities.
  - 3.6.2. **EM Proficiency Documentation.** Use AF Form 1098, (or electronic equivalent), to list Air Force, MAJCOM-specific, and installation-specific EM Proficiency training requirements and to document training. This form may be overprinted and filed in the AF Form 623, *Individual Training Record Folder*, as prescribed by AFI 36-2201. The Air Force Civil Engineer has mandated the use of the Air Force Training Record (AFTR), which is the enlisted OJT record system for personnel in upgrade training.
  - 3.6.2. (AFRC) EM Proficiency Documentation. The training emphasis for AFRC EM personnel during the UTA must be on preparing personnel to perform the core tasks listed in the CFETP and the AFCEC approved AF Form 1098 located on the AF R&EM share point.

- 3.6.3. **EM Flight Formal Training Courses.** EM personnel attend several formal courses throughout their careers. Forecast course requirements with the unit training manager, government contracting officer (for contracted personnel) and MAJCOM. Maintain a list of flight personnel who require training to fill allocations effectively. Monitor AF Incident Management Course requirements for all installation target audience members listed in AFI 10-2501 to properly balance personnel requiring training. Track these personnel who have the training to ensure appropriate forecasting for future classes. See **Table 3.4**, for a list of courses in addition to those required by AFI 10-2501. Also, 3E9X1 CFETP lists training courses and resources applicable to the EM career field.
- 3.6.3. **(AFRC) EM Flight Formal Training Courses.** EM personnel should expand their professional development and knowledge with annual supplemental training and document the training in AFTR. Upon completion document the training in AFTR. Primary duty EM civilian personnel also attend these courses.
- **3.7. Prime BEEF Training.** Prime BEEF training is managed and documented according to AFI 10-210 and AFPAM 10-219, Volume 8.
- **3.7.** (AFRC)Prime BEEF Training. At AFRC host installations, stations and tenants this responsibility resides with the Operations ART.
- 3.8. Additional Operations and Training Resources are available in Table 3 5.
- **3.8.** (AFRC)Additional Operations and Training Resources are available in Table 3 5. As an alternative to in-residence attendance at formal technical training, budget for mobile training teams (MTT), or federal, state, and local agencies, to conduct training at home station. Some examples include state and local EM agency training; Environmental Protection Agency (EPA); Department of Transportation (DOT); Occupational Safety and Health Administration (OSHA); Interservice Nuclear Weapon School (INWS), US Army Chemical School, and Federal Emergency Management Agency (FEMA).

Table 3.4. EM Program Education and Training Courses.

EM Program Education and Training Courses					
Course	Target Audience	Recommended Intervals	Remarks		
Emergency Management	3E911/EM	Upon entry into the			
Apprentice	Civilian Employee	3E9 AFSC			
Emergency Management	3E951	Before upgrade to 7-	Quotas controlled by		
Craftsman		level	AF Personnel Center		
Advanced Emergency	3E971/EM	Every 2-3 years from			
Management	Civilian Employee	award of 7-level.			
Air Force Incident	3E971/32E3G/EM	One-time	Air University		
Management Course	Civilian Employee	requirement			
CBRN Control Center	3E9X1/32E3G/EM	Every 2-5 years.	Mobile Training		
Operations	Management		Team course.		
	Civilian Employee				
CBRN Senior Staff	3E971/32E3G/EM	One-time	ATTRS Course #		
Planner Course	Civilian Employee	requirement	4K-F28/494-F33		

Contingency War Planners	3E971/32E3G/EM	One-time	Air University
Course	Civilian Employee	requirement	
National Planners Course	3E971/32E3G/EM	One-time	Department of
	Civilian Employee	requirement	Homeland Security
Nuclear Emergency Team	3E9X1/EM	One-time	Defense Nuclear
Operations	Civilian Employee	requirement.	Weapons School
		Consider every 2-5	
		years to maintain	
		proficiency.	
R&EM Flight Officer	32E3G/R&EM	Prior to being	
	Flight Officers	assigned to R&EM	
		Flight	
Weapons of Mass	3E951/3E971/EM	One-time	Defense Nuclear
Destruction Incident	Civilian Employees	requirement	Weapons School
Response Workshop			

**Note**: EM Contractor positions should follow the same recommendations as the EM civilian employees.

Table 3.5. Additional Operations and Training Resources.

Additional Resources
AFMAN 36-2236, Guidebook For Air Force Instructors
Federal Emergency Management Agency (FEMA) Independent Study (IS) Course, IS-775, EOC
Management and Operations
FEMA Independent Study Course, IS-805, Emergency Support Function (ESF) #5 – Emergency
Management
Unified Facilities Criteria (UFC) 4-141-04, Emergency Operations Center Planning and Design.

**3.9.** (Added-AFRC) The Readiness Assessment Tool (RAT). The RAT is used to track assigned personnel, EM functional education and training, and professional equipment. It is a quarterly requirement with updates due no later than the last day of March, June, September and December. A RAT folder for each unit can be located on the HQ AFRC A7XE SharePoint. <a href="https://afrc.eim.us.af.mil/sites/A7/A7X/A7XE/em/SitePages/Home.aspx">https://afrc.eim.us.af.mil/sites/A7/A7X/A7XE/em/SitePages/Home.aspx</a>

#### LOGISTICS

- **4.1. General.** This chapter provides the EM Logistics equipment management information. The specific equipment inventory will vary depending on the installation's mission, location, functions, size, and specific threat. AFCEC and MAJCOMs ensure baseline and supplemental equipment requirements and guidance are provided to the installation R&EM Flight to support incident response and training.
- **4.2. Equipment Inventory Process.** Effective inventory management is key to logistics. For fiscal responsibility, efficiency and preparedness in a crisis it is important to know what equipment is available, what equipment is needed and ensure all equipment is in operational order. A simple inventory management process includes four basic steps: determining requirements; accounting for equipment on-hand; maintaining the equipment available; and actively addressing the shortfalls and overages. The process is shown in **Figure 4.1**

STEP 1 **Identify Your** STEP 2 Requirements Inventory STEP 3 On Hand Items Mobility / War Office Maintain STEP 4 **What You Have** Admin **ACES** Plan to Obtain Delta **Toiletries** UTC ESL **PMEL** Computers WRM CA/CRL **Operations Checks** AF Form 2005 Training Response BITS T.O. Library **Unfunded List** Exercise Vehicle WPARR/Supply Corrosion **Shopping List** Reports Control Classroom Personal Money Base X **Chemical Grid On Order Status** UCC

Figure 4.1. Sample Flight Equipment Inventory Management Process.

### 4.2.1. Identify Requirements.

4.2.1.1. Know what equipment is needed to meet the mission. Know what equipment is on the UTCs and how it's used to meet the mission. Identify equipment items needed to support the home station mission, including IEMP 10-2 contingency operations, classroom training, "Be Ready" campaign materials, installation CBRN response equipment, weapons and munitions, warehouse equipment, war reserve material, administrative supplies, communications equipment for both office and response use, and exercise support equipment.

- 4.2.1.2. Look at each mission set listed throughout this manual and determine the equipment needed to accomplish each activity.
- 4.2.1.3. Integrate logistics processes between the Emergency Management Section and Expeditionary Engineering Section to gain efficiencies and eliminate redundancies.

## 4.2.2. Inventory On Hand Items.

- 4.2.2.1. Establish accountability for all UTC and high-value non-UTC assets to include: commercial off the shelf (COTS) items, non-UTC equipment valued over \$1000 and any other assets requiring recurring maintenance and sustainment by the R&EM Flight. Use the Barcode Inventory Tracking System (BITS) to maintain this accountability/inventory.
- 4.2.2.2. Establish an inventory schedule. Identify and properly manage shelf life items in according to DOD 4140-27M, *Shelf Life Item Management Manual*.
- 4.2.3. Maintain Equipment and Supplies.
  - 4.2.3.1. Maintain equipment and supplies according to TOs or applicable guidance or MAJCOM guidance. Determine equipment required for local response and maintain that equipment in an operationally ready status. Ready status is defined as equipment that must be used for response at a moment's notice.
  - 4.2.3.2. Label individual protective equipment (IPE) that is maintained in the flight for training use only according to the applicable equipment TO. Store "Training Only" equipment separately from operational or dual-purpose equipment.
  - 4.2.3.3. Identify items in the inventory that require periodic inspections and calibrations. Establish a flight inspection and calibration program according to T.O. 00-20-14, *Air Force Metrology and Calibration (AFMETCAL) Program.* Stagger equipment calibration dates so sufficient assets are available for immediate response. Plan for lead times and backlogs. Use Air Force Technical Order (AFTO) Form 244, *Industrial/Support Equipment Record* to maintain records of inspections.
  - 4.2.3.4. **Joint Deficiency Reporting System (JDRS).** JDRS is a cross-service web enabled automated tracking system designed to initiate, process and track equipment deficiency reports from the Warfighter through the investigation process. If a flight receives a defective or deficient piece of equipment through the federal acquisition system, they should log on to <a href="https://www.JDRS.mil">www.JDRS.mil</a> and initiate a deficiency report.
  - 4.2.3.5. **Joint Acquisition Chemical Biological Radiological Nuclear (CBRN) Knowledge System (JACKS).** JACKS is a web-based DOD knowledge management system for information related to the acquisition and support of CBRN defense products. JACKS provides detailed search capability to include: CBRN equipment specifications and standards; equipment fact sheets; shelf life information; advisory messages; new equipment training; and contact information.
  - 4.2.3.6. Review EM-related allowance standards and equipment supply listings (ESL) regularly to determine if authorizations for accountable equipment items have been added, deleted, or changed. The primary EM-related allowance standards 459 and 016 can be located at <a href="https://earms2.wpafb.af.mil/sites/asrs/home.asp">https://earms2.wpafb.af.mil/sites/asrs/home.asp</a>.

- 4.2.3.7. Coordinate with the Operations Element to prepare checklists for equipment after equipment is received. Checklists should tell how, where, and by whom equipment will be used, especially CBRN detection, identification, and monitoring equipment.
- 4.2.3.8. Update Automated Civil Engineers System Resources Module (ACES-RM) to provide Status of Resources and Training System reportable and Air and Space Expeditionary Force Reporting Tool reportable equipment statistics to the unit Prime BEEF Program Manager for reporting.
- 4.2.4. Address the "Delta". Determine the difference between the requirements and the inventory. The result is the delta, which may be shortages or overages.
  - 4.2.4.1. Identify shortages to flight leadership for funding. Update shortages in ACES-RM.
  - 4.2.4.2. For equipment overages, contact MAJCOM for disposition instructions. Dispose of non-CBRN overages through re-distribution to other units, turn-in to Logistics Readiness Squadron or turn-in to Defense Logistics Agency Disposition Services.
- **4.3. EM Personnel Response Bags.** EM personnel may be required to respond to the scene of a major accident or other incidents with little or no notice. Responding could place EM technicians in austere environments with minimum time to transition from working in a climate-controlled office to responding outside during in-hospitable conditions. Therefore, personnel must maintain a response bag at the office. Table 4.1, provides a recommended list of items for EM and EMST personnel. Further develop the personnel response bag inventory locally based on environments, hazards and missions.
- **4.3.** (AFRC)EM Personnel Response Bags. In this environment, "response" only applies to traditional reservists (TRs) when deployed or supporting an active duty R&EM Flight.
  - 4.3.1. (Added-AFRC) Response bags for the authorized 4FPWD and 4FPWE positions can be purchased at home station. Do not purchase any shelf-life or service-life items since these bags will be used infrequently. Shelf-life and/or service-life items will be provided at the deployed location.
  - 4.3.2. (**Added-AFRC**) EM response bags for EMST members are not authorized at any AFRC tenant unit or AFRC host locations where the emergency response support is provided by another service or municipality airport.
  - 4.3.3. (Added-AFRC) EM response bags for EMST members supporting emergency response operations at AFRC host locations are authorized and should be tailored to historical responses.

Table 4.1. Recommended EM Personnel Response Bags.

Recommended Items		
	Sunscreen	
Administrative supplies		
Coveralls	Utility knife	
Work gloves	Flashlight and extra batteries	
Dust masks	Insect repellant	
Safety Glasses	Individual Hydration Pack/Canteen	

Sleeping bag and sleeping mat	Bottled Water – 3 day supply
All-Purpose Environmental Clothing System (Al	PECS), waterproof jacket and pants or Improved
Rain Suit (IRS) or poncho	

Mess kit, Meals Ready to Eat (MREs) - 3 day supply (see note below)

**Note:** Common items such as MREs, water, sleeping bags and mats do not have to be maintained at the flight at all times. However, the flight must pre-coordinate a plan to ensure these items can be obtained and issued quickly to flight personnel. The R&EM Flight Chief or Superintendent will determine when these items will be obtained and issued.

Table 4.1. (AFRC) Recommended EM Personnel Response Bags.

Recommended Items			
Administrative supplies	Sunscreen		
Coveralls	Utility knife		
Work gloves	Flashlight and extra batteries		
Dust masks	Insect repellant		
Safety Glasses	Individual Hydration Pack/Canteen		

All-Purpose Environmental Clothing System (APECS), Gore-Tex® jacket and pants or Improved Rain Suit (IRS) or poncho

*Note 2:* (Added) All 3E9 personnel are issued one MSA Firehawk (M7) mask and carrier to use and maintain when assigned to a 3E9 UMD 4FPW-series UTC position.

**Note 3**: (Added) Personnel will turn in the M7 mask when retiring, retraining, separating, or moving to another unit or if removed from the UTC position. Superintendent will ensure all masks are turned in per this criterion.

**4.4. Response** Vehicles and Trailers. Perform and document emergency response vehicles/trailers inspections and operations checks according to the Flight's established standards. Table **4.2**, outlines the maximum trailer requirements for the transport of the 4F9WM UTC equipment package. Existing trailers exceeding these requirements can be used, with an appropriate Prime Mover vehicle, until replacements are obtained.

Table 4.2. 4F9WM (Whiskey Mike) Trailer Specifications.

4F9WM Trailer Specifications				
	Dimension			
Description				
Body Width	7'9"			
Body Length	24'0"			
Height	8'5"			
Platform Height	21"			
Axle	Tandem			
Brakes	Yes			
Gross Vehicle Weight	7700 pounds (lbs)			
Average Payload	4750lbs			

Rear Door Style	Yes
12V Trailer Connector	7-way
DOT Lighting	Yes
Total Weight of WM UTC	3339lbs

- 4.4.1. Emergency Response Vehicle inspections should be conducted daily and documented on AF Form 1800, *Operator's Inspection Guide and Trouble Report*. Flight leadership will determine minimum operations checks on other non-registered support vehicles such as all-terrain vehicles unless already directed by MAJCOM. Additionally, check equipment such as trailers, generators, communication equipment, and weather monitoring equipment. Contracted flights should develop a similar process to ensure safe and rapid response.
- 4.4.2. Each R&EM flight should designate a general purpose vehicle for emergency response. As such, the vehicle should be clearly identified with appropriate lights and decals on the vehicle. Emergency lighting typically serves the following purposes: clear the right of way or warn of potential hazards. Contact the installation Security Forces (SF) squadron for specific rules/regulations guiding the use of emergency vehicle lighting.
- **4.5.** Interagency Combating Weapons of Mass Destruction (WMD) Database of Responsibilities, Authorities, and Capabilities (INDRAC). Maintain Civil Engineer Emergency Management data in the INDRAC website indrac.dtra.mil or indrac.dtra.smil.mil.
  - 4.5.1. The Defense Threat Reduction Agency (DTRA) Strategic Command Center (SCC) maintains the INDRAC website. The website maintains a list of specialized United States (U.S.) CBRN response capabilities and provides the Combating Weapons of Mass Destruction (CWMD) community a web-based strategic level reference resource for understanding CWMD roles, authorities, and capabilities of the DOD and other U.S. Government departments and agencies.
  - 4.5.2. Commanders maintain the list of specialized U.S. nuclear weapon incident and other nuclear and radiological incident non-counterterrorism response capabilities on the INDRAC website.
  - 4.5.3. For Defense Support of Civil Authorities (DSCA) for domestic consequence management operations in response to a CBRN incident, the DTRA/SCC-WMD operates and maintains the listing of all DOD CBRN consequence management assets capable of supporting operations within the INDRAC System.
  - 4.5.4. The INDRAC report is required annually between 1 July and 1 October or when significant changes occur. The R&EM Flight will email the completed report with the unit numerical designator (e.g., 96 CES, etc.) in the subject line to the INDRAC team, <a href="INDRAC-team@dtra.mil">INDRAC-team@dtra.mil</a> and MAJCOM EM Functional Managers.

## 4.6. Additional Emergency Management Logistics Resources are available in Table 4 3.

Table 4.3. Additional Emergency Management Logistics Resources.

Additional Resources
AFI 23-111, Management of Government Property in Possession of the Air Force
AFI 24-302, Vehicle Management
AFI 21-113, Air Force Metrology and Calibration (AFMETCAL) Management
FEMA Independent Study Course, IS-75, Military Resources in Emergency Management
JACKS website: https://jacks.jpeocbd.osd.mil/

#### **PLANNING**

- 5.1. Planning Objectives, Roles, and Responsibilities.
- **5.1.** (AFRC)Planning Objectives, Roles and Responsibilities. These paragraphs and all sub paragraphs only apply when deployed.
  - 5.1.1. **Planning Objectives.** EM planning for the protection of personnel encompasses all military, DOD, and host nation civilians, contractors, dependents, and guests including those geographically separated units (GSU) and off base facilities supported by the installation. Planning also addresses resources and activities for installation units to prepare for, respond to, and recover from the threats and hazards specific to the installation. This also includes special events such as air shows, distinguished visitors, and installation ceremonies.
  - 5.1.2. Roles and Responsibilities:
    - 5.1.2.1. R&EM typically serves as the CE plans representative. The BCE will make this decision.
    - 5.1.2.2. The EM Planning Element will serve as the OPR for CBRN passive defense and consequence management planning. Ensure this process involves all stakeholders on the installation. Table 5.1, provides a list, not all inclusive, of typical installation plans of interest to the EM program:

**Table 5.1. Typical Installation Contingency Response Plans.** 

Plans			
Aircraft Incident Response Plan	CE Contingency Response Plan		
Continuity of Operations Plan	Disease Containment Plan		
Base Support Plan	Installation Deployment Plan		
Installation Open House	Integrated Defense Plan		
Medical Contingency Response Plan	Mortuary Affairs Plan		

5.1.2.3. Maintain documentation of completed plan reviews. Use a tracking method (electronic or paper copy) such as the example in **Table 5.2**.

Table 5.2. Sample Plan Review Tracking Matrix.

Plan Review Matrix		
	Date Reviewed	Reviewed By
Plan		
Installation Deployment Plan	1 Mar 12	A. Washington
Medical Contingency Response Plan	10 Mar 12	S. Malott
Disease Containment Plan	15 Mar 12	MSgt Yeo
CE Contingency Response Plan	20 Mar 12	S. Reed
Installation Antiterrorism Plan	30 Mar 12	S. Jones

- 5.1.2.4. Use the IEMP 10-2 template available on the CoP to develop the IEMP 10-2. Expand, modify and tailor the template to meet the specific or unique circumstances at each installation or deployment location.
- 5.1.2.5. Review the IEMP 10-2 every two years. Review the plan before the review date if there has been a significant mission change or change to the threats affecting the base. (e.g. a new nuclear power plant was built in the community.) Update when significant changes occur in installation response policies and capabilities. The review should be documented on the "Security Instructions and Record of Changes" page.
- 5.1.2.6. Provide functional checklist templates from the IEMP 10-2 to installation units.
- 5.1.2.7. Review and coordinate other installation units' EM-related plans and checklists. Unit reviews must include all assigned, attached, and tenant units, including ARC units, located on and off the installation. Develop and implement a method to track the review and approval of emergency response plans and checklists that support IEMP 10-2. Use a tracking method (electronic or paper copy) such as the example in **Table 5.3**

**Checklist Matrix** Checklists **Date Reviewed Reviewed By** Unit 314 MXS Natural Disaster 1 Mar 12 A. Casale 314 MXS Major Accident 5 Mar 12 H. Phipps Terrorist Use of CBRN 314 MXS 10 Mar 12 M. Connors 314 MXS **CBRN** Attack Response 15 Mar 12 R. Jennings 314 MXS **Unit Control Center Relocation** MSgt Rude 20 Mar 12 314 MXS Shelter Management Team 25 Mar 12 TSgt Sengstack

Table 5.3. Sample Functional Checklist Tracking Matrix.

- 5.1.2.8. Conduct the CBRN and EM portions of the installation risk management process according to AFI 10-245, *Air Force Antiterrorism (AT) Standards*, AFI 10-2501, and supporting manuals.
- 5.1.2.9. Support the CE Engineering Flight (Environmental Section) in developing the chemical warfare agent section of the hazardous waste collection and disposal plan according to AFMAN 10-2503.
- 5.1.2.10. Review and coordinate on EM-related MAAs, MOAs, and MOUs. Integrate joint service, MAA, and host tenant support agreements into the installation EM program.
- 5.1.2.11. Coordinate with first responders and local civilian authorities to ensure the DRF uses standardized off-base maps with the same off-base grid and Military Grid Reference System.

### 5.2. Effective Emergency Management Planning.

- **5.2.** (AFRC)Effective Emergency Management Planning. These paragraphs and all sub paragraphs only apply when deployed.
  - 5.2.1. An effective planning process will:

- 5.2.1.1. Address all incidents likely to affect the installation, including recurring and/or planned special events. Planning covers all aspects of emergency preparedness, response, recovery and address mitigation concerns as well.
- 5.2.1.2. Integrate all response agencies and entities into a single, seamless system, from the Incident Command Post, through EOCs and UCCs. Utilize an all-hazards approach and be flexible enough to apply in all emergencies—even unforeseen events.
- 5.2.1.3. Be risk-based.
- 5.2.1.4. Address a public information system.
- 5.2.1.5. Identify and type resources according to established standards.
- 5.2.1.6. Determine all personnel requiring training for the job(s) they perform.
- 5.2.1.7. Emphasize communications interoperability and redundancy.
- 5.2.1.8. Integrate decision points at critical junctions to ensure commander's intent and priorities are met.
- 5.2.2. Emergency planning is not a one-time event. Rather, it is a continual cycle of planning, training, exercising, and revision that takes place throughout the phases of the emergency management cycle.
- **5.3. All-Hazards Approach.** EM planning should focus on an all-hazards approach applicable to the threats at the installation identified through a comprehensive risk assessment. This approach encompasses terrorist attacks, major disasters, and all other emergencies natural or man-made, including those defined in DODI 6055.17, that warrant action to protect the life, property, health, and safety of military members, dependents, civilians at risk, and minimize any disruptions of installation operations. All-hazards planning focuses on developing capabilities critical to preparedness for a full spectrum of emergencies or disasters.
- **5.3.** (AFRC)All-Hazards Approach. These paragraphs and all sub paragraphs only apply when deployed.
  - 5.3.1. All-hazards planning identifies many actions and processes that must be taken in an emergency, and develops a generalized framework to respond regardless of the emergency (e.g., whether an ice storm or hurricane occurs, the hospital still needs supplies).
  - 5.3.2. This approach recognizes that all emergencies cause similar problems and that many response actions to emergencies are generic (power outages, casualty management, command/control, etc.). There is also a recognition that one emergency may cause others. At the same time, the approach recognizes that many risks require specific prevention, response and recovery measures.
- **5.4. Emergency Planning Process.** Emergency Managers should use a planning approach consistent with processes already familiar to most planners. When the planning process is used consistently during the preparedness phase, its use during operations becomes second nature. **Figure 5.1**, depicts steps in the planning process. At each step in the planning process, EM planners should consider the impact of the decisions made on training, exercises, equipment and other requirements.

**5.4.** (AFRC)Emergency Planning Process. These paragraphs and all sub paragraphs only apply when deployed.

Figure 5.1. Planning Process.



- 5.4.1. **Step 1.** Form a collaborative planning team. Operational planning is best performed by a team. Using a team or group approach helps organizations define the role they will play during an operation.
  - 5.4.1.1. Consider establishing a core team consisting of planners from the following units:
    - 5.4.1.1.1. First and Emergency Responders (Fire Emergency Services (FES), Security Forces Squadron (SFS), Medical Group (MDG) to include Public Health and Bioenvironmental Engineers, Emergency Management, etc.).
    - 5.4.1.1.2. Civil Engineer (e.g. planners with engineering, environmental, operations, natural resources backgrounds).
    - 5.4.1.1.3. Force Support Squadron (e.g. planners with services, mortuary affairs, etc. backgrounds).
    - 5.4.1.1.4. Functional expertise will be required during specific portions of plan development (e.g. Safety, Communications, Public Affairs, Local Emergency Planning Committees (LEPC), etc.).
- 5.4.2. **Step 2.** Understand the situation. Understanding hazards and threats are the general problems facing the installation. Researching and analyzing information about potential hazards and threats facing the installation brings specificity to the planning process. Understanding the situation includes a identifying the threats and hazards and assessing risk.
- 5.4.3. **Step 3.** Determine goals and objectives. By using information from the hazard profile developed as part of the analysis process, the planning team thinks about how the hazard or threat would evolve on the installation and what defines a successful operation. Starting with

- a given intensity for the hazard or threat, the team imagines an event's development from prevention and protection efforts, through initial warning (if available) to its impact on the installation and surrounding jurisdiction (as identified through analysis) and its generation of specific consequences (e.g., collapsed buildings, loss of critical services or infrastructure, death, injury, or displacement).
- 5.4.4. **Step 4.** Develop the plan. Plan development includes developing and analyzing courses of actions, identifying resources, and identifying information and intelligence needs.
  - 5.4.4.1. Developing and analyzing courses of action is a process of generating, comparing, and selecting possible solutions for achieving the goals and objectives identified in step 3. The same scenarios used during problem identification are used to develop potential courses of action. For example, some courses of action can be developed that may require a significant initial action (such as hardening a facility) or creation of an ongoing procedure (such as checking identity cards.). Planners consider the needs and demands, goals, and objectives to develop several response alternatives.
  - 5.4.4.2. Identify Resources. Once courses of action are selected, the planning team identifies resources need to accomplish tasks.
- 5.4.5. **Step 5.** Prepare, review, and approve the plan. The planning team develops a rough draft of the basic plan, functional or hazard annexes, or other parts of the plan as appropriate. As the planning team works through successive drafts, the members add necessary tables, charts, and other graphics. A final draft is prepared and circulated to organizations that have responsibilities for implementing the plan to obtain their comments.
  - 5.4.5.1. Criteria commonly used to help in the review of the plan include:
    - 5.4.5.1.1. Adequacy, determining if the plan can accomplish the assigned mission.
    - 5.4.5.1.2. Feasibility, determining if the installation can accomplish the assigned mission and critical tasks by using available resources to tasks within the time contemplated by the plan.
    - 5.4.5.1.3. Acceptability, determining if it meets senior leaders based on cost and statutory guidance.
    - 5.4.5.1.4. Completeness, determining if the plan incorporates all tasks to be accomplished and all required capabilities.
- 5.4.6. **Step 6.** Implement and maintain the plan. Exercising the plan and evaluating its effectiveness involve using training and exercises and evaluation of actual events to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. The planning team should also consider reviewing and updating the plan after the following events:
  - 5.4.6.1. A major accident/incident.
  - 5.4.6.2. A formal update of planning guidance and standards.
  - 5.4.6.3. Change in senior leadership.
  - 5.4.6.4. Major exercises.
- 5.5. Unit Implementing Instructions.

- **5.5.** (AFRC)Unit Implementing Instructions. These paragraphs and all sub paragraphs only apply when deployed.
  - 5.5.1. There are several types of implementing instructions that organizations may develop to include: Operating Instructions, Operating Guides, Standard Operating Procedures, QRCs, etc.
  - 5.5.2. Implementing instructions to the IEMP 10-2 must be reviewed and approved by the unit commander every two years. They should only require R&EM Flight coordination when the IEMP 10-2 is revised. Implementing instructions will be reviewed during unit staff assistance visits. When reviewing the implementing instructions, look for:
    - 5.5.2.1. Step-by-step instructions for carrying out specific responsibilities.
    - 5.5.2.2. Resources needed to perform the task.
    - 5.5.2.3. Standards to which the task must be performed.
    - 5.5.2.4. Information that may contradict the IEMP 10-2.

# 5.6. Support and Mutual Aid Agreements.

- 5.6.1. It is essential that the EM planning process includes a thorough understanding of the agreements in place at the installation. MOAs and MOUs are used to define areas of broad agreement between two or more parties.
  - 5.6.1.1. MOAs are memorandums that define general areas of conditional agreement between two or more parties the actions of the other party depend on what the other party does (e.g., one party agrees to provide support if the other party provides the materials).
  - 5.6.1.2. MOUs are memorandums that define general areas of understanding between two or more parties. MOUs explain what each party plans to do. However, what each party does is not dependent on the actions of the other party (e.g., does not require reimbursement or other support from receiver).
  - 5.6.1.3. **Mutual Aid.** Typically, installations have entered into earlier mutual assistance agreements ("mutual aid") with the local community in the areas of firefighting, medical evacuation and/or other areas as appropriate. For situations where the requested support falls within the mutual assistance agreement, the installation responds based on that agreement.

# 5.7. Additional Emergency Management Plans and Requirement Resources are available in Table 5 4.

Table 5.4. Additional Emergency Management Planning Resources.

# **Additional Resources**

Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide 101, FEMA

FEMA Independent Study Course, Emergency Planning, IS 235.a

FEMA Independent Study Course, Special Events Contingency Planning for Public Safety Agencies, IS 15

U.S. Department of Homeland Security, Target Capabilities List

AFI 25-201, Support Agreement Procedures
AFI 10-801, Defense Support of Civil Authorities (DSCA)

# Chapter 6

### INFORMATION MANAGEMENT AND COMMUNICATIONS

# Section 6A—Information Management

- **6.1. Information Management Tasks.** If the flight does not have an assigned Information Management specialist, flight leadership will assign tasks as necessary.
- **6.2. File Plan.** Establish and maintain a flight file plan, including electronic files, according to AFRIMS. According to AFMAN 33-363, *Management of Records*, each unit should develop a vital records plan. The plan is a description of records that are vital to continue operations. Only those record series or electronic information systems (or portions of them) most critical to emergency operations should be so designated. As a minimum, designate the IEMP 10-2 and EOC implementing instructions as vital records and maintain a back-up copy on the respective MAJCOM EM site to meet the off-site storage requirement.
- **6.3. Standard Publications.** Maintain standard AF publications, such as AFIs, AFMANs, MAJCOM supplements, installation instructions and supplements, related plans, and other publications according to AFI 33-360, *Publications and Forms Management*. AF publications are available on the AF Electronic Publishing web-site at <a href="http://www.e-publishing.af.mil">http://www.e-publishing.af.mil</a>.
- **6.4. Operating Guides.** Develop, maintain, and schedule annual review of EM implementing instructions. **Table 6.1**, lists recommended EM Operating Guides or topics that can be combined into continuity procedures.

FM Library

Table 6.1. Recommended EM Implementing Instructions.

EM Librai	ry
Leadership and Management	
EM Working Group	
Information Management and Record Keeping	A SERVICE ASSESSMENT
Planning Development and Review Process	nd t oup
<b>Equipment Inventory and Maintenance Process</b>	eadership and Management Working Group
Education and Training Element Management	ership ageme king G
Operations Element Management	ade
Logistics Element Management	Leg Z
Planning Element Management	m S
Flight EM Exercise Evaluation Process	1000
Operations – Flight Response, Secondary	00
Crash Network (SCN) Activation	
Staff Assistance Visits	
Information Program" Be Ready" Awareness	N. A. C.
campaign	Note: Gui
Flight Standby and Recall Procedures	
Emergency Management Support Team	



Note: Guides may be combined.

EM Budget

- 6.6.1. Establish and maintain an account in the Enhanced Technical Information Management System and TO 00-5-1, *Air Force Technical Order System* for EM program TOs. Prime BEEF TO accounts are discussed in AFPAM 10-219, Volume 8. Establish and maintain owner/user operator manuals for all EM response equipment.
- 6.6.1. (AFRC) AFRC T.O.s are managed through a centrally managed ETMS account. For access, contact HQ AFRC/A7XE and provide the R&EM Flight member's portal ID for access.
- 6.6.2. Review AFTO Form 22, *Technical Manual (TM) Change Recommendation and Reply*, concerning CBRN defense-related TOs and equipment maintained at the installation whenever generated at the installation level. Forward approved AFTO Form 22 to the MAJCOM EM Functional Manager.
- 6.6.3. Review TO changes to ensure equipment is stored, marked, serviced, and used correctly, including training equipment.
- 6.6.4. Coordinate TO changes with the other elements within the Flight to ensure training plans, implementing instructions, and operational plans are current. Brief flight personnel on TO changes that affect their responsibilities.
- **6.5.** Suspense File. Develop and maintain a R&EM Flight suspense file.
- 6.6. Air Force Time Compliance Technical Order Process.

Section 6B—Community of Practice

### 6.7. Collaboration and Social Media Sites.

6.7.1. Provide installation EM information via a flight CoP, milSuite, or internal website. **Table 6.2**, provides suggested items for posting to the installation R&EM collaboration site.

Table 6.2. Suggested Installation R&EM Collaboration Site Posting Items.

Collaboration Site Items
IEMP 10-2 (final coordinated copy and any coordination paperwork to show concurrence)
Training schedule
Annual SAV schedule
Local EM documents such as briefings or response guides
Installation EM representative guide
Standardized response maps requirements
Response equipment requirements
EMWG minutes
Links to EM-related websites
EM "Be Ready" Awareness campaign materials (Visual Aids, Newsletters, Reference Material,
etc.)
Flight contact information

- 6.7.2. **Social Media Utilization.** Social media applications such as milSuite may be utilized to disseminate EM information to the installation general populace.
  - 6.7.2.1. Keep in mind that information on social media sites must not be sensitive in nature, as all social media platforms are open to the general public.
  - 6.7.2.2. Prior to creating an official social media page, contact the installation public affairs office to determine all local guidance and ensure compliance with AFI 35-113, *Internal Information*, Section 15 (Social Media) and AFI 35-107, *Public Web Communications*, provides guidance for demonstrating the need to have a social media presence.

### Section 6C—Installation "Be Ready Awareness" Campaign

- **6.8. Purpose.** In support of requirements identified in DODI 6055.17 and AFI 10-2501, establishes the Air Force "Be Ready" Awareness Campaign designed to provide Emergency Managers at every Air Force installation a standardized, yet diverse method to disseminate hazard and basic awareness information. The program meets EM educational requirements by:
  - 6.8.1. Providing emergency managers a standardized method to disseminate information spanning major topic areas; basic planning, natural disasters, man-made events, and after a disaster.
  - 6.8.2. Enhancing the emergency manager's ability to publicize their installation's emergency management program in a professional and affordable manner.
  - 6.8.3. Marketing the capabilities of the AF EM program. It is designed to bring customers to the R&EM Flight as the recognized emergency management experts on the installation.
- **6.9. Process.** Setting up an effective "Be Ready" Awareness Campaign process requires the following steps:
  - 6.9.1. **Hazard Analysis.** The campaign must target the hazards facing the installation.
  - 6.9.2. **Identify Resources.** Determine what products have been developed that could support the installation's local awareness campaign.
    - 6.9.2.1. Utilize the AF EM "Be Ready" Awareness Campaign Product Catalog to identify products. This catalog is available on the R&EM CoP and provides a consolidated list of products and description of products.
    - 6.9.2.2. AFCEC/CXR will centrally manage the ordering and printing of products and coordinates with the Government Printing Office (GPO) as the single product ordering source. Using GPO institutionalizes and standardizes formatting across the AF and reduces overall cost per item delivered.
      - 6.9.2.2.1. AFCEC/CXR will periodically conduct a bulk print ordering period which allows an installation to order products shown in the catalog.
      - 6.9.2.2.2. Each installation receives the best pricing possible for products through bulk printing processes. Although an estimated cost for each product is announced at the time of the ordering period, actual costs will be determined based on the volume of products ordered by all offices world-wide.

- 6.9.3. Determine the type and quantity of products needed to adequately support a local awareness campaign. Quantities should be based on population, lifespan of the products, planned need (i.e., training, exercises, and inspections).
- 6.9.4. Establish a budget baseline and adjust requirements as necessary. Consider stock/overstock concerns. Incorporate this requirement into the overall flight budget. This is part of the R&EM Flight Financial model.
- 6.9.5. Create a plan for how to execute the campaign. Consider how to get the campaign message out.
  - 6.9.5.1. Use the AFCEC/CXR developed solutions, along with local sources such as social media, installation public websites, commander's calls, newspapers, and installation marquees.
  - 6.9.5.2. Continuously look for opportunities to market your awareness message to the installation community. Examples include booths at the Exchange or Chapel and interaction with the installation's Public Affairs office be creative.
- 6.9.6. Evaluate the campaign's effectiveness. For example, analyze trends by determining any increases/decreases in:
  - 6.9.6.1. Customers coming to the flight requesting information.
  - 6.9.6.2. Calls and emails with inquiries.
  - 6.9.6.3. Visits to the social media and installation's public websites.
  - 6.9.6.4. Requests for briefings at commander's call or other similar functions.
  - 6.9.6.5. Observations or strengths identified during local exercises.

#### Section 6D—Communications

- **6.10. Home Station Land Mobile Radio Requirements.** In addition to a dedicated EM net, EM Sections should have access to a minimum of the following radio nets: airfield control tower, fire/crash, CE, SF, and Explosive Ordnance Disposal (EOD). If the EM Section does not have a dedicated EM net, work with the Installation Spectrum Manager (ISM).
  - 6.10.1. Contractors must submit frequency requests in direct support of AF contracts through the AF representative (normally the ISM if on an AF base) to the MAJCOM responsible for administering the contract.
  - 6.10.2. Under emergency conditions, several government agencies (e.g., FEMA operations) may operate on, or near, frequencies assigned to AF organizations. When this occurs, one of the involved agencies should coordinate with the affected AF organization to arrange frequency sharing during the emergency. AF units will cooperate fully during emergencies unless frequency sharing would jeopardize mission-essential operations.
- **6.11. Secondary Crash Network (SCN).** Requirements for the EM Section's secondary crash net are outlined in AFI 13-204 Volume 3, *Airfield Operations Procedures and Programs*. This AFI identifies minimum requirements for agencies to be added to the SCN. Typically the SCN will be activated for certain activities. The EM Section must have established processes in the event of SCN activations listed in **Table 6.3**, below.

Table 6.3. SCN Activations.

SCN Activations						
Hazardous weather warnings	Bomb threats or terrorist activities					
In-flight emergencies Ground emergencies on the flight-line						
FPCON level changes As requested by the EOC Director to support the IEMP 10-2						
Disaster Response Force activations/recalls. This could just be isolated to EOC activation						

**6.12.** Additional information management and communication resources: are available in the following Table 6.4.

Table 6.4. Additional Information Management and Communication Resources.

Additional Resources
AFI 13-204, Volume 3, Airfield Operations Procedures and Programs
AFI 35-107, Public Web Communications
AFMAN, 33-363, Management of Records
TO 00-5-1, Air Force Technical Order System
FEMA Independent Study Course, IS-242, Effective Communication

# Chapter 7

### MISSION SUPPORT

# Section 7A—Unit EM Programs

- **7.1. Unit Level EM Program.** Ensure each unit assigned or attached to the installation has a viable EM program. This means a practical, realistic program that ensures a unit can prepare to respond and recover from various hazards/threats facing the installation.
- **7.1.** (AFRC)Unit Level EM Program. Tenant wing EM functional ensure the host IEMP 10-2 does not task traditional reservists or reserve unit type code (UTC) capabilities for home station response. All AFRC units must comply with the host EM Program in the area of response and recover, particularly where the Installation Equipment Management Program (IEMP) 10-2 applies to "ALL".
- **7.2. Unit EM Program Scoping Factors.** Not every unit EM program has the same requirements and should be tailored based on the unit's mission and EM responsibilities. The EMWG should approve the scope or depth of each unit EM program. Consider factors such as the unit's size, mission, IEMP 10-2 responsibilities, and UTC taskings. The EM Section may need to adjust scoping at deployed locations.
- **7.3. Unit EM Program Tiers.** Recommend dividing EM programs into two tiers based on **Table 7.1** The purpose is to identify EM programs that have a more direct impact on the DRF. Units that meet the majority of the qualifications listed determine the respective tier.

Table 7.1. Unit EM Program Tiers.

UNIT EM PROGRAMS						
TIER I						
Qualifications	Primary EM Program Requirements					
Directly supports the DRF by providing	Appoint primary and alternate Unit EM					
membership to:	Representative.					
Crisis Action Team	Ensure unit is organized, trained, equipped to					
EOC	respond to emergencies and disasters.					
First Responders/Emergency Responders	Maintain unit supporting checklists to IEMP					
DRF specialized teams	10-2.					
UCC whose primary role is direct	Prepare and submit unit EM report.					
recovery actions with counterparts	Conduct two semi-annual internal self-					
represented in the EOC	inspections.					
Unit deployment commitments	Receive annual EM SAV from R&EM Flight					
CBRN Defense Survival Skills Training	Maintain an EM information program.					
T	IER II					
Indirect DRF support	Appoint Unit Point of Contact.					
No or minimal deployment requirements	Provide appropriate program orientation					
Limited UCC responsibilities (e.g.	training to the POC and senior leadership or					
personnel accountability only)	personnel.					
	Receive unit EM SAV only by request.					

Participate in exercises when directed.
Maintain an EM information program.

### **Notes:**

- 1. The SFS provides a clear example of a Tier I program. SFS directly supports the DRF because it is represented in the EOC; they have First/Emergency Responders; response/recovery teams (e.g. military working dog team); critical unit control center activities; and large mobility commitments.
- 2. The local high school located on the installation does not directly support the DRF but still needs to ensure personnel can respond to incidents on the installation. This could be one example of a Tier II program or consolidated under the responsibility of a Tier I program such as the Force Support Squadron.
  - 7.3.1. Consolidate unit EM programs when it makes sense to do so. For example, the Wing Staff is usually comprised of the Antiterrorism (AT) office, Finance, Legal, etc. It may not be practical for every wing staff agency to have a separate unit EM program.
- **7.4. Unit EM Report.** The Unit EM Report is a tool EM Sections can use to summarize the status of a unit's EM program and, with proper signatures, replace the need for independent appointment letters.
  - 7.4.1. Collect Unit EM Reports quarterly. The EMWG can determine a more stringent frequency. MAJCOMs are authorized to establish a less stringent frequency through a supplement to this manual. Note: If the report is used as an appointment letter, a new report should be generated within 72 hours of when EM positions (i.e. EOC, UCC) are staffed. Table 7.2, outlines the recommended information required in a unit EM Report.

Table 7.2. Sample Unit EM Report Contents.

	Unit EM Report								
1.	Date of Report								
2.	Primary and Alternate EM	Dates of	Date of						
	Representative.	Info	Assigned	computer	Local				
3.	EM/Specialized team position			based training	Training				
	assignments								
4.	Unit Control Center Information Building Contact Information								
5.	EM Training Courses and Sources # Required # Trained % Trained								
6.	SAV Observations Last SAV Date SAV is scheduled or								
		month due							
7.	7. Last Self-inspection conducted								
8.	Shelter Information		Building, c	ontact information	on				
9.	Checklist reviews	Type of C	hecklist	Date	Date CEX				
				Reviewed	Reviewed				
10.	10. EM Logistics: Total # of CBRN training suits required and on-hand.								
11.	11. Unit Security Manager's Signature and date – if information on the report will be used for								
	an Entry Authorization List (EAL)								
12.	Unit EM Representative's Signature an	d date							
13.	Unit Commander's Signature and date			<u>-</u>					

- 7.4.2. The date assigned block on the report for an EM position will help monitor if the individual complies with AFI 10-2501 to receive initial training within the established time-frame.
- 7.4.3. The Unit EM Report needs to be a tool used to effectively manage the unit program. There should be value-added or a reason for any data collected on the report otherwise the information is an unnecessary workload. For example:
  - 7.4.3.1. Do not collect personal information, such as home phone numbers, unless there is a direct EM requirement for the use of the personal information. For example there is no reason to collect home phone numbers of the Communication Squadron's UCC members if it's not used.
  - 7.4.3.2. If collecting OPEN SAV observations, they should be incorporated into a SAV trend analysis.
  - 7.4.3.3. Training data should be used to determine classes or highlight training process deficiencies such as classroom utilization (are too many or too few classes scheduled?).
  - 7.4.3.4. Do not add information to the Unit EM Report that can be obtained from existing sources. For example, ACES-PR already provides data on the number of personnel scheduled for classes versus the actual students attending.
  - 7.4.3.5. Security data might be used to create an EOC EAL.
- **7.5. Unit Appointment Letters.** Appointment letters serve as a confirmation of a unit commander's delegation of responsibilities to appropriate personnel for the respective positions they are to fill; e.g., EM Rep, EMST, EOC, ESF, etc.
  - 7.5.1. When opportunities exist and with appropriate coordination, the Unit EM Report could serve both the program accountability actions and appointment of personnel.
  - 7.5.2. If not combined with the Unit EM Report, units will develop a standardized method for ensuring commander's appoint personnel as necessary; MAJCOM Information Management Tool (IMT), locally developed IMT, or Memorandum for Record, etc.
- **7.6. Unit EM Representatives.** Maintain steadfast contact with unit EM representatives and emphasizes the responsibility to meet AFI 10-2501 requirements for unit commanders. The EM Section will develop a method for distributing information; tracking and scheduling other EM related training; performing recurring EM Representative training; and coordinating plans, checklists, or other administrative documents through the units. It is important to relay the message to unit EM representatives they are managing a unit program on behalf of their commanders. Members from the EM Section will serve as the primary and alternate unit EM representatives for the Civil Engineer Squadron.
- **7.6.** (AFRC)Unit EM Representatives. The EM ART serves as the EM Representative to the host. Internally, the Reserve tenant wing will conduct and document EM Representative meetings. Meetings are conducted not less than semi-annually. These meetings cover issues necessary to support contingency operations, management of the unit EM program and requirements of the host EM Program. The meetings may be combined with other meetings.
- **7.7. Unit EM Continuity Plan.** The unit EM program focuses primarily on protecting the lives of unit members and protecting unit resources. The EM Section must ensure unit EM program

representatives are familiar with their unit's mission and relationship to the installation EM program. Assist unit EM representatives in maintaining a unit EM continuity plan. The unit EM continuity plan should outline the size and scope the program, identifies offices of primary responsibilities for: planning, training, exercises. The unit EM continuity plan should list all of the supported units included in the program. See **Attachment 4**, Example Unit EM Continuity Plan.

**7.8. EM Program Documentation.** One key to an efficient unit EM program is documentation. Documentation includes but is not limited to appointment letters, EM reports, training certificates, SAV reports, replies, correspondence, class rosters, implementing instructions, and EM exercise/real-world after action reports/documentation. A collaboration site is the ideal location to store these documents.

### Section 7B—Facilities

# 7.9. Facility Requirements.

- 7.9.1. AFMAN 32-1084, *Facility Requirements*, provides the baseline for emergency management facilities and covers requirements for classrooms, control centers, secure storerooms, administrative space, decontamination/shower area and latrine, demonstration yard, student lounge, standby area, and special requirements for a mask-confidence facility.
- 7.9.2. Unified Facilities Criteria (UFC) 4-141-04, *Emergency Operations Center Planning and Design*, presents a unified approach for the planning and design of EOCs. This document is not intended to establish the requirement for an EOC or establish the operational procedures of an EOC. Commanders, security personnel, planners, designers, architects, and engineers use this document when planning or designing an EOC so the EM Section should be familiar with the publication to provide useful inputs if a new construction is forecasted.

### Section 7C—EM Relations with Civil Authorities

- **7.10. Local Emergency Planning Committees (LEPCs).** LEPCs were established by the Emergency Planning and Community Right-to-Know Act (EPCRA), which include emergency planning and community right-to-know requirements.
  - 7.10.1. AFI 10-2501 requires the installation commander to appoint an installation representative to the LEPC. A copy of this appointment letter should be sent to the Chairman of the LEPC with a courtesy copy to the local OEM.
  - 7.10.2. The LEPCs were originally created to focus solely on hazardous chemical response, but most have taken an all-hazards approach to planning and response. The purpose of the LEPC is:
    - 7.10.2.1. Development, training, and testing of the Hazardous Substances Emergency Response Plan for the community.
    - 7.10.2.2. Development of procedures for regulated facilities to provide informational and emergency notification to the LEPC.
    - 7.10.2.3. Development of procedures for receiving and processing requests from the public under EPCRA.

- 7.10.2.4. Provision for public notification of LEPC activities.
- 7.10.2.5. A major role for LEPCs is to work with industry and the interested public to encourage continuous attention to chemical safety, risk reduction, and accident prevention by each local stakeholder.
- 7.10.3. AFI 10-2501 states that one purpose of appointing a primary and alternate installation emergency manager is to facilitate coordination with civilian agencies. More than likely, the LEPC may be the forum used in the community to address all-hazard issues. The appointed emergency manager and LEPC member may be the same person. Whether they are the same person or not, coordination with civilian agencies should include, as a minimum:
  - 7.10.3.1. Attending LEPC meetings and bringing issues back/forth to installation leadership.
  - 7.10.3.2. Engaging the local OEM on EM-related initiatives.
  - 7.10.3.3. Exploring opportunities for joint training and exercise opportunities.
  - 7.10.3.4. Sharing information and collaborating on procedures to build or maintain a COP.
  - 7.10.3.5. De-conflicting response and recovery issues.

# 7.11. Additional emergency management mission support resources are available in the following Table 7 3.

Table 7.3. Additional Emergency Management Mission Support Resources.

### **Additional Resources**

Emergency Planning and Community Right-To-Know Act

Environmental Protection Agency site with information on LEPCs

http://www.epa.gov/osweroe1/content/epcra/epcra plan.htm

# **Chapter 8**

### FINANCIAL MANAGEMENT

- **8.1. General.** The BCE is responsible for providing the R&EM Flight with the funding required to sustain installation Emergency Management and CE Prime BEEF Program capabilities. The BCE assigns a RA as overall financial manager for CE programs. The R&EM Flight supports the BCE and RA through financial planning, program advocacy and funds execution.
- **8.2. R&EM Financial Program Areas.** The R&EM Flight manages funding under the Facilities Operation and CBRN Defense functional areas and accounts for funding with multiple sub-areas within each of these functions. Requirements must be entered under the program area that best supports the need and to provide accurate cost accountability. Cost accountability guidance is provided for each area. It includes the associated Program Element (PE) and Responsibility Center/Cost Center (RC/CC) information that financial mangers use to plan, track and account for funding within each area. Procedures to provide funding for R&EM Flight military and civilian manpower is not addressed in this publication. For manpower funding questions, contact the unit manpower office and refer to AFI 38-201, *Management of Manpower Requirements and Authorizations.* 
  - 8.2.1. Facilities Operation, Readiness Engineering. Readiness Engineering is the title of the Facilities Operation function that includes the R&EM Flight. The installation Facilities Operation Program includes CE functions that are performed on an installation that are directly related to real property. The R&EM Flight Facilities Operation responsibilities fall under the Readiness Engineering function and include emergency management and expeditionary engineering capabilities. Cost accounting for the Facilities Operation Program is PE XXX79F (See Table 8.1). Guidance for this program is found in AFI 32-10140, Programming and Resourcing Appropriated Fund Facilities Operation Requirements, Chapter 10, Readiness Engineering.

Table 8.1. Facilities Operation, Readiness Engineering Cost Accountability.

Cost Accountability						
PE XXX79F						
Functional Activity	RC/CC					
Readiness and Emergency Management	XX4402					
Emergency Management	XX4403					

8.2.1.1. Readiness and Emergency Management Responsibility Center Cost Center (RC/CC) 4402 funding. Funding includes all costs related to managing, training and equipping CE Squadron personnel assigned to UTCs to deploy. It includes cost for squadron readiness support, Civil Engineer squadron peacetime disaster response and contingency operations for all threat spectrums. It provides funding for all personnel directly responsible for the oversight and management of the CE Prime BEEF Program, operational planning, equipment, unit assistance, UTC status reporting and contingency skills training (on-site, TDY, Silver Flag). Funding includes the initial cost and sustainment associated with acquiring, managing, maintaining and replenishing equipment; supplies required for mobility and home station deployment training;

- managing and operating a field training area for deployment exercises; and costs to prepare for exercises and inspections. Detailed program requirements are in AFI 10-210.
- 8.2.1.1. (**AFRC**) Readiness and Emergency Management Responsibility Center Cost Center (RC/CC) 4402 funding. The Operations ART is responsible for the Prime BEEF budget requirements.
- 8.2.1.2. Emergency Management RC/CC 4403 funding. Funding provides contingency support services to enable the installation to prevent, prepare for, respond to and recover from natural disasters, major accidents, war, and other emergencies. It includes funding for CE personnel responsible for the EM program and the support the EM Section provides to ICs and the EOC. The function includes the initial cost and sustainment of personal and protective equipment for flight personnel, IMAs and EMST personnel. It includes costs to send personnel to EM proficiency, professional development and formal training classes (TDY, attendance/course fees) and deployment-related training. Detailed program requirements are in AFI 10-2501.
- 8.2.1.2. (AFRC) Emergency Management RC/CC 4403 funding. Host and tenant wings submit their budget for CBRN defense-related supplies and equipment in support of contingency training requirements through the Civil Engineer (CE) resource advisor (RA) to the wing RA to fund. Submit the operations and maintenance (O&M) budget through the CE RA.
- 8.2.2. **CBRN Defense.** The CBRN Defense area includes manpower authorizations, support equipment, facilities and associated costs to organize, train, and equip personnel and units to survive in and continue primary operations in a CBRN contaminated environment. This area includes funding and management oversight for Aircrew Chemical Defense Equipment (ACDE) and Groundcrew Chemical Warfare Defense Equipment (CWDE); CBRN Defense Homestation and Contingency Training, Equipment and Supplies; and Civil Reserve Air Fleet (CRAF) IPE. Cost accounting for CBRN Defense is under PE 27593f, Nuclear, Chemical, Biological (NBC) Defense Program; PE 55165f, Nuclear, Biological, Chemical (NBC) Defense Program (Air National Guard); and PE 55166f, Nuclear, Biological, Chemical (NBC) Defense Program, (Reserves), (See AFI 10-2501). T
- 8.2.2. (AFRC) CBRN Defense. EM Offices use the EM Model Budget Calculator to forecast and submit requirements to HQ AFRC/A7XE for PE 55166F, CBRN Defense, according to the Program Implementation Message (PIM). Groundcrew and Aircrew CBRN requirements are submitted by the respective functional managers using the guidance in the 55166F PIM.

### 8.3. Financial Management Operations.

- 8.3.1. Local guidance for managing the R&EM budget and financial programs are established by the installation and CE squadron RA. AF/A7CX and MAJCOM Civil Engineers may provide supplemental financial guidance on the use of CE managed funds for the current or next fiscal year. The intent of this supplemental guidance is to synchronize funding efforts between MAJCOMs and installations and ensure similar and complementary capabilities are fielded at all installations worldwide.
- 8.3.2. Use the R&EM Flight Budget Template to develop the baseline funding requirements for the flight. Use the AF CWDE Baseline Calculator to validate Groundcrew CWDE

requirements and the AF Aircrew Flight Equipment Baseline Calculator for aircrew funding. These and other financial management tools are available on the R&EM CoP under the Installation Financial Management area.

- 8.3.3. R&EM Flight leadership and financial managers must attend installation level training courses or orientations to effectively manage the flight programs. The CE squadron RA is the primary point of contact to request this training.
- **8.4. Unfunded Requirements.** Identify unfunded requirements as part of the CE squadron budget process. Maintain a current list of these items throughout the year and add or delete requirements as needed. Include information such as the functional area, execution OPR, description, quantity, cost, mission impact and priority. Keep the list current throughout the year and provide requirements to the CE squadron RA and MAJCOM EM staff on a monthly basis. Coordinate closely with the execution OPR to ensure that requirements remain valid and that the organization is prepared to rapidly execute funds.

# **8.5.** Additional Emergency Management Financial Management Resources are available in Table 8 2.

Table 8.2. Additional Emergency Management Financial Management Resources.

### **Additional Resources**

AFI 11-301, Volume 1, Aircrew Flight Equipment (AFE) Program

AFI 32-10140, Programming and Resourcing Appropriated Fund Facilities Operation Requirement

AFI 64-117, Air Force Government-Wide Purchase Card (GPC) Program, provides guidance on the use of government purchase cards.

AFI 65-601, Volume 1, *Budget Guidance and Procedures*, explains procedures for using budget authorizations and allocations for other than operations.

AFI 65-601, Volume 2, *Budget Management for Operations*, explains procedures for using budget authorizations and allocations for operations.

Air Mobility Command Pamphlet (AMCPAM) 10-260, Civil Reserve Air Fleet (CRAF) Aircrew Chemical-Biological Warfare Defense Procedures

# Chapter 9

### ASSESSMENTS AND EXERCISES

# Section 9A—EM Staff Assistance Visit (SAV) Program

**9.1. Purpose.** This chapter provides the guidance and procedures for installation-level Unit EM SAVs. It also directs a self-inspection for the R&EM Flight and each installation unit. The installation SAV program is a commander's tool to help units support the AF, MAJCOM, and installation EM program.

# 9.2. Emergency Management Staff Assistance Visit Guidance.

- 9.2.1. The objective of unit EM SAVs is to enhance the organization's ability to execute its assigned mission.
- 9.2.2. SAVs provide a method to assist unit EM representative meet program compliance with directives and evaluate/correct problem areas.
- 9.2.3. Use MAJCOM guidance for SAV report formats, requirements for formal replies, routing, and suspense dates for correcting deficiencies. Deficiencies noted in SAVs should be tracked within established self-inspection programs.
- 9.2.4. R&EM Flights will program funding for any necessary travel expenses associated with conducting SAVs on GSUs.

#### 9.3. Staff Assistance Visit Checklist.

- 9.3.1. Develop a localized SAV checklist based upon MAJCOM guidance or the sample installation SAV checklist located on the R&EM Flight CoP.
- 9.3.1. (AFRC) The R&EM Flight will use the MCT EM checklists to conduct unit SAVs and expand the EM Checklist to include local procedures and requirements.
  - 9.3.1.1. Through the EMWG, highlight program critical and non-critical items. This will provide focus for a unit's EM representative's efforts and increase trend analysis value.
  - 9.3.1.2. Once the installation has developed its SAV checklists, ensure that each unit EM representative receives a copy.
- 9.3.2. Unit EM representatives should use the SAV checklist to perform self-assessments six months after last SAV and two-to-four weeks prior to next scheduled SAV. Additional self-assessments may be required by MAJCOM or determined locally.
- 9.3.3. Unit EM representatives must track open deficiencies until closed. Units with open items will have a plan and an estimated completion date to resolve the deficiency.

### 9.4. Staff Assistance Visit Schedule.

9.4.1. Develop, coordinate, and distribute a SAV schedule on an annual basis and conduct annual SAVs on units identified by the installation EMWG. The annual SAV schedule is tentative. Each visit should be coordinated with the unit EM representative and commander at least two weeks before the visit.

- 9.4.1. (AFRC) Tenant units will coordinate the SAV schedule through the local EM forum. IAW AFI 10-2501, reserve unit SAVs are conducted every 12-months. The reserve unit SAVs can be conducted in conjunction with the host SAV schedule. Notify the commander of the unit to be visited at least two UTAs before the SAV. Provide the visit date and names of the SAV team members.
- 9.4.2. Explore and implement efficiencies when developing a SAV plan by aligning units functionally, depending upon the installation organizational structure. For example, perform SAVs on all units within a group together in order to provide the group commander a roll-up assessment.
- 9.4.3. The active duty host performs a SAV on the Reserve wing through the Reserve R&EM Flight ART. The Reserve R&EM ART conducts SAVs on the Reserve units for Reserve EM program requirements and ensures the Reserve wing is in compliance with host unit EM program.
- 9.4.4. Balance the SAV schedule with AEF training windows and other areas of high workload, such as installation exercises or higher headquarters inspections. Work with the installation gatekeeper to coordinate major calendar events.

### 9.5. Conduct the Staff Assistance Visit.

- 9.5.1. Before conducting the SAV, review supporting documents such as:
  - 9.5.1.1. The unit's IEMP 10-2 taskings.
  - 9.5.1.2. Previously documented SAV results.
  - 9.5.1.3. The unit's EM Report.
  - 9.5.1.4. Exercise and evaluation reports.
  - 9.5.1.5. Unit EM training statistics.
- 9.5.2. Formal in-briefs to the unit commander and the unit EM representative set the stage for a cooperative visit. This courtesy should be offered to every unit commander. However, out-briefs should be part of the entire SAV process and actively coordinated to ensure the opportunity to summarize the readiness of the unit to the commander. Allow time to validate observations, organize notes, etc. Leave a list of observations and recommendations with the unit visited.
- 9.5.3. When conducting the visit, observe and review unit EM accomplishments and activities. Identify commendable areas and problems. Explain how to correct problems that cannot be corrected immediately.
- 9.5.4. R&EM Flight leadership will submit the written SAV report to the CE Commander within five duty days after the out-brief. After the CE Commander signs the report (signature may be electronic), forward the report to the unit commander. The report should include commendable areas, improvement areas, problems identified, suggested solutions, assistance provided, and MAJCOM guidance.
- 9.5.4. (**AFRC**) EM Offices & tenant wing R&EM Flights will provide a written report within two UTAs of the SAV. Route the SAV report in-turn through the CES/CC to the MSG/CC who signs the report and sends to the respective unit/CC.

- 9.5.4.1. (Added-AFRC) Reserve units refer to Attachment 6 for example SAV report format.
- 9.5.5. Provide and document follow-up visits as required by the MAJCOM.
- 9.5.6. The unit EM SAV for the CE unit is not synonymous with the required self-assessment. Do not have the same person conduct both the SAV and self-inspection. With advanced coordination, this could be an emergency manager from another AF installation, an ARC tenant unit, or as a minimum someone else in the flight.

# 9.6. Staff Assistance Visit Trend Analysis.

- 9.6.1. Establish methods to track SAV replies and corrective actions. See Figure 9.1
- 9.6.1. (**AFRC**) Deficiencies noted in the SAV report are tracked via the unit self-inspection program in MICT.
- 9.6.2. Include a SAV trend analysis during the EMWG and provide to MAJCOMs as directed.
- 9.6.2. (AFRC) Tenant wings will brief SAV trends to the local EM forum.

Figure 9.1. Sample Staff Assistance Visit Tracking Matrix.

TYPE OF DEFICIENCY													
UNIT	SAV DATE	EM Program Review	EM Program Assessment	Commander's Support	EM Planning	EM Training	EM Equipping	Self-Inspection and SAV Program	Emergency Operations Center	Unit Control Centers	Specialized Teams	Shelter Program	Exercise Evaluation
						l numb	er of d	leficien	cies be	low			
39 ABW	7 Jun 12				2		1						
39 MSS	20 Jul 12					1			1	1			
728 AMS	19 Sep 12	1											
				СОММ	ENDA	BLE ITE	MS						
UNIT	SAV DATE	EM Program Review	EM Program Assessment	Commander's Support	EM Planning	EM Training	EM Equipping	Self-Inspection and SAV Program	Emergency Operations Center	Unit Control Centers	Specialized Teams	Shelter Program	Exercise Evaluation
39 ABW	7 Jun 12			2					3	2			
39 MSS	20 Jul 12				2						2		
728 AMS	19 Sep 12				3			1					

- **9.7. Self-Assessment.** The R&EM Flight will most likely have a requirement to conduct a self-assessment of each and every program the flight is responsible for.
  - 9.7.1. Unit self-assessment should be coordinated with the appointed CE Squadron self-inspection monitor and conducted according to AFI 90-201.
  - 9.7.2. Deficiencies beyond the capability of the R&EM Flight should be elevated to the CE commander as soon as possible to put corrective actions in place.

# Section 9C—Exercise Support and Planning

- **9.8. Exercise Support.** Emergency management capabilities need to be evaluated even if not part of the installation exercise program. This includes coordinating cross-functional drills with other base agencies such as FES and BE.
  - 9.8.1. DODI 6055.17, states that the installation exercise evaluation teams be staffed with subject matter experts in EM who are familiar with the Homeland Security Exercise and Evaluation Program (HSEEP), Volume III. HSEEP is a capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. Although the responsibilities of the installation exercise program do not fall on the R&EM Flight, it's important for EM personnel to understand and utilize key HSEEP aspects.
  - 9.8.2. Optimally, EM personnel involved in exercise planning should attend the HSEEP Training Course. The HSEEP Training Course is an intermediate-level training course that incorporates exercise guidance and best practices from the HSEEP Volumes.
- **9.9. Exercise Planning Process.** The EM Section supports the installation exercises by providing evaluators and training. The EM Section should work with the installation WIT as subject matter experts in the development of readiness exercises. The CE squadron typically has a team of exercise evaluators to test and evaluate the myriad of CE capabilities (i.e., utility repairs, firefighting operations, EM ACR, etc.).
- **9.9.** (AFRC)Exercise Planning Process. At host and tenant wings, EM personnel are not assigned the duties of the IGI. At tenant flights only one member is assigned to the WIT. At host locations a civilian and a military can be assigned to the WIT.
  - 9.9.1. The following steps will facilitate developing and tracking unit exercise objectives.
    - 9.9.1.1. **Step 1.** Define the capabilities to evaluate. Prior to providing the installation exercise objectives for scheduled exercises, know the BCE's priorities of what CE capabilities need to be evaluated. In broad terms, one should identify capabilities to evaluate, CE OPRs, and the type of exercise most applicable for the evaluation. Sample exercise capabilities are shown in **Table 9.1**
    - 9.9.1.2. **Step 2.** Identify the critical tasks associated with each identified capability. Knowing what actions need to be evaluated for each capability will keep focus on the evaluation. If these tasks are not already pre-identified, document the tasks prior to the evaluation. Sample critical exercise tasks are shown in **Table 9.2**

G. I.D.	Type of Exercise						
Step 1. Determine Capabilities To Be Tested	CE OPR	Major Accident	Natural Disaster	Operational Readiness Exercise	Terrorist Use of WMD		
Active CBRN Response	CEX				X		
Manage EOC	CEX	X	X	X	X		
Provide Aircraft Rescue	CEF	X					
Activate/Operate CE UCC	CEO	X	X				
Provide Spill Response	CEA	X					
Emergency Utility Repair	CEO	X		X			

Table 9.1. Sample Exercise Capabilities.

**Table 9.2. Sample Critical Exercise Tasks.** 

Step 2. Identify Critical Tasks	OPR	Task 1	Task 2	Task 3	Task 4	Task 5			
	CE Exercise Capability								
Coordinate WMD response with FES/BE	CEX	Integrate into the IC planning cell	Establish plan to identify WMD	Determine entry to identify hazard	Initiate recovery plan	Inform ESF 5			
Contingency Response Plan Adequacy	CEO	Activate CE UCC	Execute applicable CE tasks	Perform Resource Management					
Employ EM Emergency Response Vehicle to the scene to support IC	CEX	Make initial contact	Conduct pre- op check	Ensure correct inventory	Employ vehicle safely to site	Properly setup on-scene			
Expedient Facility Repairs	CEO	Perform Site Assessment	Conduct Safety Assessment	Isolate damaged utilities	Identify Resources				

- 9.9.1.3. **Step 3.** Tailor Specific, Measurable, Attainable, Realistic, and Task-Oriented (SMART) objectives. The objectives should identify the conditions, actions required and standards. Sample SMART objectives are shown in **Table 9.3**
- 9.9.1.4. **Step 4.** Trend the objectives. The installation exercise office should have an established process to track discrepancies. However, it's important for unit exercise planners to have visibility on how well CE met exercise objectives. Analyzing CE exercise trends and any conditions that may have changed can be used to determine if the evaluation needs to be repeated in future exercises. Sample exercise trend objectives are shown in **Table 9.4**

Table 9.3. Sample Tailor SMART objectives.

Step 3. Tailor SMART Objectives	Exercise OPR	Exercise	SMART Objective
CE Exercise Capability		Terrorist Use of WMD	
Coordinate WMD Response with FES/BE	CEX		Given a WMD incident, integrate into the IC planning cell to develop an incident action plan according to the IEMP 10-2 and CEX checklists.
Employ EM Emergency Response Vehicle to Support	CEX		Given the activation of the Emergency Operations Center during a contingency/disaster, employ the EM emergency response vehicle according to the IEMP 10-2 and CEX checklists.
Firefighting / Rescue Operations	CEF		Given a contingency response situation, perform Firefighting and Rescue operations according to applicable National Fire Protection Association standards, local procedures, and FES checklists.

Table 9.4. Trend The Exercise Objectives.

Step 4. Trend the	OPR	NE – Not Evaluated					
Objectives		MC – Mission Capable					
		PMC – Partially Mission Capable					
		NMC – Not Mission Capable					
CE Exercise Capability		Major	Natural	Active	Terrorist	HAZMAT	
		Accident	Disaster	Shooter	WMD	(Jan 13)	
		Response	Response	(Oct 12)	(Dec 12)		
		Exercise	Exercise				
		(Jun 12)	Hurricane				
			(Aug 12)				
Coordinate WMD response	CEX	NE	NE	NE	PMC	MC	
with FES/BE							
Contingency Response Plan	CEO	NMC	NMC	PMC	MC	MC	
Adequacy							
Employ EM Emergency	CEX	MC	NE	NE	MC	MC	
Response Vehicle To							
Support IC							
Expedient Facility Repairs	CEO	NE	MC	NE	NE	PMC	

9.9.2. Ensure a unit process to track corrective actions developed for reportable deficiencies and observations. Work closely with the CE self-inspection monitor to develop corrective actions and elevate issues to the CE Commander if help is required to close open action items. Most deficiencies can be addressed through improved training, developing or improving existing checklists/processes, or obtaining required equipment.

# 9.10. Additional Assessments and Exercise Resources are available in Table 9 5.

Table 9.5. Additional Assessments and Exercises Resources.

Additional Resources		
Homeland Security Exercise and Evaluation Program (HSEEP), Volume III		
FEMA Independent Study Course IS-139, Exercise Design		
AFI 90-201, Air Force Inspection System		

TIMOTHY A. BYERS, Maj Gen, USAF The Civil Engineer DCS/Logistics, Installations & Mission Support

(AFRC)

JAMES F. JACKSON, Lt Gen, USAF Commander

### **Attachment 1**

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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AFI 13-204 Volume 3, Airfield Operations Procedures and Programs, 1 September 2010

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AFI 23-111, Management of Government Property In Possession Of The Air Force, 7 January 2011

AFI 24-302, Vehicle Management, 26 June 2012

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AFI 31-401, Information Security Program Management, 1 November 2005

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CJCSI 3900.01C., *Position (Point and Area) Reference Procedures*, 30 June 2007 (Current as of 12 February 2013)

DOD 4140.27-M, Shelf-Life Item Management Manual, 5 May 2003

DODI 6055.17, DOD Installation Emergency Management (IEM) Program, 13 January 2009 Change 1 19 November 2010

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TO 00-20-14, Air Force Metrology and Calibration (AFMETCAL) Program 23 October 2007

UFC 4-141-04, Emergency Operations Center Planning and Design, 15 July 2088, (Change 1 September 2008)

USAF War and Mobilization Plan, Volume 1 (WMP-1)

### Prescribed Forms

AF Form 4450, Emergency Management Training Report

AF Form 4451, Emergency Management (EM) In-House Training Forecast

# Adopted Forms

AFTO Forms 22, Technical Manual (TM) Change Recommendation and Reply.

AFTO Form 244, Industrial/Support Equipment Record.

AF Form 55, Employee Safety and Health Record.

AF Form 623, Individual Training Record Folder.

AF Form 847, Recommendation for Change of Publication.

AF Form 1098, Special Task Certification and Recurring Training.

AF Form 1800, Operator's Inspection Guide and Trouble Report.

AETC Form 281, Instructor Evaluation Form

### Abbreviations and Acronyms

**ACDE**—Aircrew Chemical Defense Equipment

**ACES-PR**—Automated Civil Engineers System – Personnel Readiness

ACES-RM—Automated Civil Engineers System – Resources Module

**ACES-US**—Automated Civil Engineer System—Unit Scheduler

ACR—Active Chemical, Biological, Radiological, and Nuclear Response

ADLS—Advanced Distributed Learning Service

**AEF**—Air and Space Expeditionary Force

**AEM**—Associate Emergency Manager

**AETC**—Air Education and Training Command

**AF**—Air Force

**AFCAEM**—Air Force Certified Associate Emergency Manager

AFCAHR—Air Force Certified All Hazards Responder

**AFCEM**—Air Force Certified Emergency Manager

**AFCEC**—Air Force Civil Engineer Center

**AFE**—Aircrew Flight Equipment

**AFH**—Air Force Handbook

**AFI**—Air Force Instruction

**AFIMS**—Air Force Incident Management System

**AFMAN**—Air Force Manual

**AFMETCAL**—Air Force Metrology and Calibration

AFOSH—Air Force Occupational and Environmental Safety, Fire Protection and Health

AFOSHSTD—Air Force Occupational Safety and Health Standard

**AFPAM**—Air Force Pamphlet

**AFPD**—Air Force Policy Directive

**AFQTP**—Air Force Qualification and Training Packages

AFRIMS—Air Force Record Information Management System

**AFS**—Air Force Specialty

**AFSC**—Air Force Specialty Code

AFTO—Air Force Technical Order

**AFTR**—Air Force Training Record

**AFTTP**—Air Force Tactics, Techniques, and Procedures

**ALARA**—As Low As Reasonably Achievable

**AMCPAM**—Air Mobility Command Pamphlet

**APECS**—All-Purpose Environmental Clothing System

**ARB**—Augmentation Review Board

**ARC**—Air Reserve Component

**ART**—Air Reserve Technician

**AT**—Antiterrorism

(AFRC) AT—Annual Tour

BAS&E—Base Support and Expeditionary Site Planning

**BCE**—Base Civil Engineer

**BE**—Bioenvironmental Engineering

**BEEF**—Base Engineer Emergency Force

**BITS**—Barcode Inventory Tracking System

CA/CRL—Custody Authorization/Custody Receipt Listing

C2—Command and Control

**CBRN**—Chemical, Biological, Radiological, and Nuclear

**CBRNE**—Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive

**CCA**—Contamination Control Area

**CCS**—Contamination Control Station

**CCT**—Contamination Control Team

**CE**—Civil Engineer

**CEA**—Civil Engineer Environmental Flight

**CEF**—Civil Engineer Fire Emergency Services Flight

**CEM**—Certified Emergency Manager

**CEO**—Civil Engineer Operations Flight

**CES**—Civil Engineer Squadron

**CEX**—Civil Engineer Readiness and Emergency Management Flight

**CFETP**—Career Field Education and Training Plan

**CFM**—Career Field Manager

**CN**—Chloroacetophenone

**COP**—Common Operational Picture

**CoP**—Community of Practice

**COTS**—Commercial off the Shelf

**CRAF**—Civil Reserve Air Fleet

**CS**—O-Chlorobenzylindene Malononitrile

**CWDE**—Chemical Warfare Defense Equipment

**CWMD**—Combating Weapons of Mass Destruction

**DAF**—Department of the Air Force

**DOC**—Designed Operational Capability

**DOD**—Department of Defense

**DODI**—Department of Defense Instruction

**DRF**—Disaster Response Force

**DRU**—Direct Reporting Unit

**DSCA**—Defense Support of Civil Authorities

**DTRA**—Defense Threat Reduction Agency

**EAL**—Entry Authorization List

**EM**—Emergency Management

EMST—Emergency Management Support Team

**EMWG**—Emergency Management Working Group

**EOC**—Emergency Operations Center

**EOD**—Explosive Ordnance Disposal

**EPCRA**—Emergency Planning and Community Right-to-Know Act

**ESL**—Equipment Supply Listing

**ESF**—Emergency Support Function

FAM—Functional Area Manager

**FEMA**—Federal Emergency Management Agency

**FES**—Fire Emergency Services

**FPCON**—Force Protection Condition

**FP**—Force Protection

GCE—Groundcrew Chemical Ensemble

**GPC**—Government Purchase Card

**GPO**—Government Printing Office

**GSU**—Geographically Separated Unit

**HAZMAT**—Hazardous Material

**HSEEP**—Homeland Security Exercise and Evaluation Program

**HSPD**—Homeland Security Presidential Directive

**IAEM**—International Association of Emergency Managers

**IC**—Incident Commander

**ICS**—Incident Command System

**IEM**—Installation Emergency Management

**IEMP**—Installation Emergency Management Plan

**IHT**—In-House Training

**IMA**—Individual Mobilization Augmentees

**IMT**—Information Management Tool

**INDRAC**—Interagency Combating WMD Database of Responsibilities, Authorities, and Capabilities

**IPE**—Individual Protective Equipment

IR—Individual Reservist

**IRS**—Improved Rain Suit

**ISM**—Installation Spectrum Manager

JACKS—Joint Acquisition Chemical Biological Radiological Nuclear (CBRN) Knowledge System

JDRS—Joint Deficiency Reporting System

**JEM**—Joint Effects Modeling

JSA—Job Safety Analysis

**lbs**—Pounds

**LEPC**—Local Emergency Planning Committees

LSO—Laser Safety Officer

**MAA**—Mutual Aid Agreement

MAJCOM—Major Command

MCT—Mask Confidence Training

**MDG**—Medical Group

(Added-AFRC) MICT—Management Internal Control Toolset

**MOA**—Memorandums of Agreements

**MOU**—Memorandums of Understanding

**MRE**—Meals Ready to Eat

MSG—Mission Support Group

NBC—Nuclear, Biological, Chemical

**OCONUS**—Outside the Continental United States

**OEM**—Office of Emergency Management

**OJT**—On-the-Job

**OPR**—Office of Primary Responsibility

**PAD**—Program Action Directive

**PE**—Program Element

**PPD**—Presidential Policy Directive

**PMEL**—Precision Measurement Equipment Laboratory

**QLFT**—Qualitative Fit Testing

**QNFT**—Quantitative Fit Factor

**QRC**—Quick Reaction Checklist

**R&EM**—Readiness and Emergency Management

**RA**—Resource Advisor

(Added-AFRC) RAT—Readiness Assessment Tool

**RC/CC**—Responsibility Center/Cost Center

**RDS**—Records Disposition Schedule

**RFI**—Request For Information

SAV—Staff Assistance Visit

**SCC**—Strategic Command Center

SCN—Secondary Crash Net

**SF**—Security Forces

SFS—Security Forces Squadron

**SIPRNET**—Secret Internet Protocol Router Network

SMART—Specific, Measurable, Attainable, Realistic, and Task-Oriented

SMT—Shelter Management Team

STS—Specialty Training Standard

**TDY**—Temporary Duty

TM—Technical Manual

**TO**—Technical Order

(Added-AFRC) TR—Traditional Reservist

**U.S.**—United States

**UCC**—Unit Control Center

**UFC**—Unified Facilities Criteria

(Added-AFRC) UMD—Unit Manpower Document

**USAF**—United States Air Force

(Added-AFRC) UTA—Unit Training Assembly

**UTC**—Unit Type Code

**WIT**—Wing Inspection Team

**WPARR**—War Plans Additive Requirements Report

**WRM**—War Reserve Materiel

**WM**—Whiskey Mike (Unit Type Code)

**WMD**—Weapons of Mass Destruction

**WMP**—War Mobilization Plan

#### **Terms**

**Air Force Emergency Management (EM) Program**—The single, integrated AF program to coordinate and organize efforts to prepare for, prevent, respond to, recover from, and mitigate the direct and indirect consequences of an emergency or attack. The primary missions of the AF EM program are to (1) save lives, (2) minimize the loss or degradation of resources, and (3) continue, sustain, and restore combat and combat support operational capability in an all-hazards physical threat environment at AF installations worldwide. The ancillary missions of the AF EM program are to support homeland defense and civil support operations and to provide support to civil and host nation authorities according to DOD directives and through the appropriate Combatant Command. The AF EM program is managed by the Office of The Civil Engineer, AF/A7C.

Chemical, Biological, Radiological, and Nuclear Consequence Management—Actions taken to plan, prepare, respond to, and recover from chemical, biological, radiological, and nuclear incidents.

**Contingency**—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment.

**Defense Support of Civil Authorities (DSCA)**—Refers to DOD support, including Federal military forces, DOD civilians and DOD contractor personnel, and DOD agencies and components, for domestic emergencies and for designated law enforcement and other activities.

**Facility**—A real property entity consisting of one or more of the following: a building, a structure, a utility system, pavement, and underlying land.

**Federal Emergency Management Agency (FEMA)**—The Federal agency tasked to establish Federal policies for and coordinate civil defense and civil emergency planning, management, mitigation, and assistance functions of Executive agencies.

**Homeland Security**—Homeland security, as defined in the National Strategy for Homeland Security, is a concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. The Department of Defense contributes to homeland security through its military missions overseas, homeland defense, and support to civil authorities.

**Host Nation**—A nation that receives the forces or supplies of allied nations, coalition partners, or North Atlantic Treaty Organization's to be located on, to operate in or to transit through its territory.

**Individual Protective Equipment (IPE)**—In nuclear, biological, and chemical warfare, the personal clothing and equipment required to protect an individual from biological and chemical hazards and some nuclear effects.

**Installation Commander**—The individual responsible for all operations performed by an installation.

Mutual Aid Agreement (MAA)—Written agreement between agencies, organizations, or jurisdictions that they will assist one another on request by furnishing personnel, equipment, or expertise in a specified manner. Reciprocal assistance by local government and an installation for emergency services under a prearranged plan. Mutual aid is synonymous with "mutual assistance", "outside aid", "memorandums of understanding", "memorandums of agreement", "letters of agreement", "cooperative assistant agreement", "intergovernmental compacts", or other similar agreements, written or verbal, that constitute an agreed reciprocal assistance plan for emergency services for sharing purposes. MAAs between entities are an effective means to obtain resources and should be developed whenever possible. MAAs should be in writing, be reviewed by legal counsel, and be signed by a responsible official.

**Natural Disaster**—An emergency situation posing significant danger to life and property that results from a natural cause.

**Program Element (PE)**—An element of the DOD Defense Program representing a combination of personnel, equipment, and facilities which together constitute a specific identifiable military capability or support activity.

**Qualitative Fit Test**—Test that relies on the ability of the wearer to sense a test agent.

**Ready Status**—Equipment that must be used for response at a moment's notice.

**Simulant**—The test agent used in the qualitative mask confidence training.

**Specialty Training Standard (STS)**—An AF publication that describes an AFS in terms of tasks and knowledge an Airman in that specialty may be expected to perform or to know on the job. Also identifies the training provided to achieve a 3-, 5-, or 7-skill level within an enlisted AFS. It further serves as a contract between AETC and the functional user to show which of the overall training requirements for an AFSC are taught in formal schools and correspondence courses. (See AFI 36-2201)

**Threat Working Group**—An AT and Force Protection (FP) advisory body for the commander. Key functions include analyzing threats and providing recommendations to command concerning potential FPCON changes, AT, and other measures based upon potential threats to facilities or personnel.

#### Attachment 2

## MASK CONFIDENCE TRAINING (MCT)

- **A2.1. Qualitative Fit Testing (QLFT).** Building confidence in the wear of the mask may be a supplemental objective of CBRN Defense Skills training. The purpose of this objective is to check the fit and operation of the mask and instill mask confidence, also referred to as qualitative fit testing QLFT.
  - A2.1.1. QLFT exercises determine whether or not someone can detect various scents or flavors or can experience a negative reaction to a substance that can cause burning, watering eyes. This is an assurance test that ensures the wearer of the mask can confidently use the military protective mask in a CBRN test environment. Although this fit factor is subjective and doesn't replace the requirement for a quantitative fit factor (QNFT), there are still benefits.
  - A2.1.2. Mask Confidence Training (MCT) exercises, if employed, must use the methods approved by the Air Force Surgeon General's Office. The approved methods include:
    - A2.1.2.1. Stannic Chloride.
    - A2.1.2.2. Isoamyl Acetate (banana oil).
    - A2.1.2.3. Camphor crystals, ochlorobenzylidene malononitrile (CS) and chloroacetophenone (CN). CS is the preferred agent; use CN when CS is not available. Note: The Office of the Surgeon General strongly rejects any MCT procedures involving the use of CS or CN "which require personnel to enter a training facility unprotected, remain so until instructed to mask, and then stay in place until the student clears the mask of agent."
  - A2.1.3. The nominal logistical requirements for Stanic Chloride and Isoamyl acetate (i.e. ability to conduct training inside the classroom) makes their use more practical than Camphor, CS, and CN which have very stringent standards.
- **A2.2. Responsibilities.** Offices conducting MCT will develop training/safety procedures that comply with this manual.
- **A2.3. Reaction to Agents.** Direct anyone suffering adverse reactions, other than temporary coughing or minor burning or tearing of the eyes, to the installation medical treatment facility for evaluation and treatment. If immediate action is needed, the instructor or assistant must notify medical personnel. The installation medical unit will evaluate these adverse reactions as occupational illnesses and identify each incident to their MAJCOM SGP and A7C. MAJCOM SGPs will identify adverse trends to AFMSA/SGO and AFCEC/CX.
- **A2.4. Basic Requirements.** The following applies to all MCT.
  - A2.4.1. **Challenge Agents.** Use CS or CN, stannic chloride, isoamyl acetate (banana oil), or camphor crystals.
  - A2.4.2. **Facilities.** For CS or CN operations, the facility must be at least 100 meters from any occupied structure. If a tent is used, earth should be banked around the tent's base to help prevent escape of CS or CN. During training, all challenge agent vapors and aerosols should be contained within the facility to the greatest extent possible.

- A2.4.2.1. The facility should have adequate lighting. Separate entry and exit doorways are preferred.
- A2.4.2.2. An eyewash station satisfying AFI 91-203, Air Force Consolidated Occupational Safety Instruction, must be readily available.
- A2.4.2.3. Conduct a safety inspection of the facility before training exercises. Ensure a fire extinguisher is available and note its location.
- A2.4.3. **Training Exercises.** Students will perform exercises listed in **Table A2.1**, within the training environment using the military CBRN respirator.

# Table A2.1. MCT Training Exercises.

**Normal Breathing** - In a normal standing position, without talking, the subject breathes normally.

**Deep Breathing** - In a normal standing position, the subject breathes slowly and deeply, taking care not to hyperventilate.

**Turning head side-to-side** - Standing in place, the subject slowly turns his/her head from side to side between extreme positions on each side. The subject holds his/her head at each extreme momentarily to allow the subject to inhale at each side.

**Moving head up and down** - Standing in place, the subject slowly moves his/her head up and down. Instruct the subject to inhale in the up position (i.e., when looking toward the ceiling).

**Rotating chin** – Standing in place, the subject moves his/her jaw in a circular pattern, holding the mouth slightly open to simulate speaking.

# A2.5. CS, CN, and Camphor Procedures:

### A2.5.1. Safety Precautions:

- A2.5.1.1. One instructor per six students is suggested. Instructors will be certified in cardiopulmonary resuscitation and basic first aid. There will be two instructors as a minimum per MCT facility. The instructors must be clearly identifiable by wearing clothing such as coveralls, high-density polyethylene fiber suits, or brightly colored vests. One primary instructor will be located inside the facility and one secondary instructor, acting as a safety backup, will be located outside the facility.
- A2.5.1.2. CS, CN, and camphor require a heat-generating device (e.g., canned heat, candle, or hot plate). Wear heat resistant gloves when handling.
- A2.5.1.3. To avoid exposure to the challenge agents, students will don, clear and seal the mask and don the Groundcrew Chemical Ensemble (GCE) before entering the MCT facility.
- A2.5.1.4. Before donning the mask, women will remove hair fasteners (hair clips, pins) and let hair hang freely, tucked within the GCE jacket.
- A2.5.1.5. Pregnant women or women who may be pregnant, and those with appropriate medical waivers, will not participate in MCT. After medical approval, the unit will reschedule these subjects for MCT.
- A2.5.1.6. Should a student become ill inside the MCT facility, immediately remove him/her into fresh air and contact medical services as necessary.

### A2.5.2. Pre-MCT Actions:

- A2.5.2.1. **CS and CN.** Prepare an aerosol concentration in the facility according to installation BE recommendations. The CS or CN vapor level should not exceed 10 milligrams per cubic meter ( $mg/m^3$ ). Don't use more than one capsule in facilities 200 cubic meters (7062 cubic feet) or smaller. For larger facilities, estimate the number of capsules using the following formula: *Room Volume in Cubic Meters x 0.0107* = *Estimated Number of Capsules Needed*.
- A2.5.2.2. **Camphor.** Vaporize the camphor. Normally, use 1 to 2 ounces of camphor crystals placed on a heat generator. The camphor does not need to be completely vaporized for an initial concentration. Remove or extinguish the heat source after initial vapor concentration is established, then reheat as necessary to maintain the concentration.
- A2.5.2.3. Instructor Actions. See Table A2.2

# Table A2.2. CS, CN, and Camphor MCT Instructor Actions.

- 1. Brief students on the purpose of the training, type of agent being used, MCT actions, and safety requirements.
- 2. Preposition students waiting to enter the facility upwind to avoid potential exposure to the challenge agent before masking.
- 3. Have students don masks and properly clear, seal and check for problems. Assist students with mask or GCE problems before entering the MCT.
- 4. Have students enter the MCT facility individually or in small groups. Six students per instructor is recommended.
- 5. Perform training exercises according to **Table A2.1.**
- 6. If the training agent is detected during the MCT, have the student immediately leave the facility. The secondary instructor will identify and correct the problem.
- 7. Once the problem has been corrected, have the student reenter the facility.
- 8. When the instructor has determined that the masks are operating properly, have one student at a time face the instructor, remove his/her mask, and immediately leave the MCT facility. Continue until all students have left.
- 9. Before leaving the MCT, extinguish the heat-generating device.
- 10. Face students into the wind until their eyes have cleared.
- 11. Ensure water and paper towels are available for students to wash their faces and any exposed skin.
- 12. Brief students on problem areas.
- 13. As part of the training, ensure students clean and properly store masks.

## A2.6. Isoamyl Acetate (Banana Oil) Procedures:

- A2.6.1. **Safety Precautions.** Conduct an isoamyl acetate vapor test outdoors (calm winds) or in a well-ventilated indoor location. Caution: **Isoamyl acetate is flammable; prohibit smoking or open flames near the MCT area.** Conduct the MCT wearing rubber gloves to prevent the isoamyl acetate from contacting the fingers. After MCT, wash hands with soap and water. Dispose of used ampoules or swabs in outdoor trash containers.
- A2.6.2. Instructor Actions. See Table A2.3

A2.6.3. **Post-MCT Actions.** Each student passing the banana oil test will be given a sensitivity screening check to confirm he/she can detect the smell of banana oil. If the agent in the air has already dissipated, hold the swab about two inches from the student's head. If the student detects the smell, the test was valid. Failure to detect the smell voids the fit test. Redo the test using a different qualitative mask confidence protocol (normally, stannic chloride).

# Table A2.3. Isoamyl Acetate MCT Instructor Actions.

- 1. When using agent from the bottle, dip a cotton swab and squeeze out excess liquid. Use ampoules according to manufacturer's instructions. Normally, use one swab or ampoule for at least 10 students.
- 2. Present the agent about two inches from the student's mask. Move around the facepiece (don't touch the mask or wearer), outlet valve/voicemitter assembly, eyelenses, and air intakes.
- 3. Training Exercises. Have students perform training exercises according to **Table A2.1.**
- 4. If the agent is detected during the MCT, help the student correct the problem (e.g., adjust straps) and resume the test.

### **A2.7. Stannic Chloride Procedures:**

- A2.7.1. **Safety Precautions.** QLFT uses a subject's response to the irritating chemicals released in the "smoke" produced by a stannic chloride smoke tube to detect leakage into the respirator.
  - A2.7.1.1. The smoke can be irritating to the eyes, lungs, and nasal passages. The test administrator must take precautions to minimize the test subject's exposure to irritant smoke.
  - A2.7.1.2. Training will be conducted in an area with adequate ventilation to prevent exposure of the person conducting the fit test or buildup of irritant smoke in the atmosphere.
  - A2.7.1.3. MCT Instructor Actions. See Table A2.4

### Table A2.4. Stannic Chloride MCT Instructor Actions.

- 1. Using a squeeze bulb, direct the stream of irritant smoke from the smoke tube toward the faceseal area of the student.
- 2. Begin at least 12 inches from the facepiece and move the smoke stream around the entire perimeter of the mask.
- 3. Gradually make two more passes around the perimeter of the mask, moving to within six inches of the mask.
- 4. Training Exercises. Have students perform training exercises according to **Table A2.1.**
- 5. If the agent is detected during the MCT, the instructor helps the student correct the problem (e.g., adjust straps) and resumes the test.
  - A2.7.2. **Post-MCT Actions.** Each test subject passing the irritant smoke test without evidence of a response (involuntary cough, irritation) will be given a sensitivity screening check with the smoke from the same smoke tube used during the fit test once the mask has been removed to determine whether he/she reacts to the smoke. Failure to evoke a response voids the test. Repeat the test using a different qualitative mask confidence protocol.

### **Attachment 3**

## IN-HOUSE TRAINING (IHT) PROCEDURES

- **A3.1. Introduction.** The purpose of this attachment is to assist flights with the development of a comprehensive-capabilities based training plan. While this guide will standardize in-house training across the career field, it will still allow flights to customize training plans to fit the specific needs and site requirements of each installation and MAJCOMs.
  - A3.1.1. Proficiency training provides an opportunity for all EM personnel, whether they are active duty, guard, reserve, or civilian, to update and maintain their technical and professional skills. When accomplished correctly, proficiency training provides, "return on investment" training, higher productivity, better teamwork, improved quality, increased initiative, enhanced motivation, an imaginative approach to the job, inspiring innovation, creative problem-solving.
- **A3.2. Research.** The starting point for an effective IHT program are reviewing publications that contain career field training requirements such as the CFETP, AF Form 1098, *Special Task Certification and Recurring Training*, Air Force Qualification and Training Packages (AFQTPs), and AFI 10-210. The training program should focus on local requirements: mission, local threats and duty specific training and acknowledge/identify the strengths and weaknesses within the R&EM Flight.
  - A3.2.1. **CFETP.** This document is a comprehensive education and training document identifying life-cycle education and training requirements, training support resources, and minimum requirements for the 3E9X1 specialty. Use these requirements as a starting point to form a robust IHT program.
  - A3.2.2. **AF Form 1098.** This form identifies additional Emergency Management proficiency task requirements for maintaining qualification in the individual's duty position. 1098s are established by the Career Field Manager, MAJCOM Functional Area Manager, or Unit Level Functional Area Manager and lays out task requirements for maintaining the designated proficiency training.
  - A3.2.3. **AFQTP.** AFQTPs are instructional packages, either paper or web-based, which aids in qualification, in a duty position, program, or on a piece of equipment. AFQTPs can greatly enhance the flight's IHT program by providing standardized training materials used throughout the career field.
  - A3.2.4. **AFI 10-210.** This instruction governs the Prime BEEF program. Within this guidance, 3E9X1 Home Station Training requirements are identified by topic, frequency, and training source. This reference is a valuable source to find out which core Prime BEEF wartime/contingency standards Emergency Managers need to focus on.
- **A3.3. Identify the Workload.** Once training requirements are identified, determine how much time is needed annually to accomplish the training. This depends on which items are recurring, which concepts need more time for review, how much time is needed to perform a practical application, and so on.
  - A3.3.1. Based on this information, develop an IHT schedule to meet the established objectives. Assign instructors based upon flight personnel expertise and experience. Provide

the training schedule to EMST members, FES, ARC EM and BE personnel who may benefit from participating in the training. Coordinate joint and cross functional training with outside agencies. Combining training will produce a synergistic installation response force. Additionally, it will aid in the development and validation of cross functional checklists, and cohesive response processes. The EM Section should be obtaining the annual and monthly training schedules from the following agencies: FES, EOD, Bioenvironmental, SFs, ARC units on the installation and Local EM Offices and response agencies. Combining EM proficiency training with these other agencies can increase agency confidence and interoperability. Table A3.1, provides examples of training that can be combined.

# **Table A3.1. Example Combined Training Activities.**

Participate with FES during HAZMAT training/exercises

Integrate into EOD/SF Night Vision Goggle classes

Sample analysis exercises with Bioenvironmental

Participate and use the EM emergency response vehicle during local exercises and/or SF/EOD response exercises

Install detection equipment on EODs robot during a suspect item, Improvised Explosive Device, response exercise or HAZMAT response exercise

Coordinate with SF and Office of Special Investigations for scene preservation, evidence handling and chain of custody procedures

- A3.3.2. Proficiency training enhances flight personnel's ability to perform wartime duties. Consider manning, mission needs, competing squadron and installation activities. Ensure flexibility to react to unforeseen circumstances like natural disasters, exercises, mobilizations, accidents/incidents, and so forth. When the schedule is built and approved it is time to implement. The goal is to set aside at least one day a week to focus on IHT schedule items. Utilize AF Form 4451, *Emergency Management (EM) In-House Training Forecast* to forecast training quarterly. This form will require unit commander's signature for approval.
- A3.3.2. (AFRC) AFRC personnel will conduct one day of IHT per UTA.
- **A3.4. Identify Training Sources.** Proficiency training may be in-residence, exportable, or OJT. Exercises and annual CE bivouacs provide additional venues for EM proficiency training. Valuable training also occurs on a daily basis through everyday interactions with other on or off-base agencies and that training should also be captured in the training records. Examples are staff meetings, Prime BEEF days, conferences, exercises, TDYs, and real-world responses. IHT, upgrade training, and outside training experiences will work hand-in-hand in the development of the knowledge, skills, and abilities of flight members. It is not always possible for flight leadership to be at every training event. However, it is encouraged that they attend on a topic specific basis.
  - A3.4.1. For EM personnel to effectively execute response and management capabilities, time must be dedicated for proficiency training. All EM personnel require a standardized common knowledge and skill set that is interoperable across the MAJCOMs. This guide will outline the best way to achieve those results.
- **A3.5. Training Scenarios.** Functional exercises provide an opportunity to stay current on capabilities and improve proficiency in a risk free environment. Scenarios should reinforce and hone the knowledge, skills and abilities reviewed during in-house training. The goal is to allow

personnel to formulate plans, select and use equipment, manage personnel, and direct operations to respond to a situation before there is an actual need.

- A3.5.1. Trainers will establish and define training objectives and standards to all flight members prior to the start of each exercise. Each exercise, as a minimum, should include demonstration of: notification procedures, equipment selection/load-out, response, safety briefing, command and control, proper use of personal protective equipment, research, after actions, and situational reports.
- A3.5.2. When possible, conduct exercises with other response agencies. This will reinforce roles and responsibilities as they relate to combined efforts, resources, and team dynamics. Consider weekends and non-duty hours for conducting joint training/exercises as these times often are detached from flying operations or other daily activities that prevent units such as SFS or FES from being able to participate.
- A3.5.3. Specialty Training Standard (STS) items may be accomplished during specific training events. STS line items may be employed differently depending on the type of scenario to which they are applied, so it may be necessary to use STS items multiple times.
- **A3.6. IHT Tool.** This workbook-based tool was established by AFCEC/CXR to assist EM flights with determining, facilitating, and scheduling training requirements. The tool is formatted in a series of tabbed spreadsheets to include AF Form1098, Prime BEEF, and additional training requirements. An integrated schedule generator will populate requirements, as well as displaying which training requirement is coming due. This tool can be obtained from the R&EM Flight CoP.

# **Attachment 4**

# **EXAMPLE UNIT EM CONTINUITY PLAN**

**A4.1. Table A4.1. Example Unit EM Continuity Plan:** provides an example of a unit EM continuity plan.

# Table A4.1. Example Unit EM Plan.

Unit EM Continuity Plan
This unit plan implements AFI 10-2501, Air Force Emergency Management (EM) Program
Planning and Operations as supplemented. It outlines duties, responsibilities, and procedures of
the unit EM Program. This program will encompass all individuals; military, civilian,
contractors; and offices assigned to(fill in unit) This document is a living plan and
will be executed as needed.
1. Program Management and Responsibilities.
1.1. The Commander,(fill in unit), is overall responsible for the unit Emergency
Management program report and will:
1. Appoint two individuals as Unit EM Program Representatives who will manage the
program.
2. Review the status of the unit EM Program through the unit's Emergency Management
(EM) Program Report, and through periodic self-assessment.
3. Appoint an appropriate number of knowledgeable individuals to the WIT to evaluate the
unit's ability to support the IEMP 10-2, and other installation plans as tasked.
4. Appoint a sufficient number of individuals to operate the Unit Control Center (UCC)
when tasked to support 24-hour operations if tasked in the IEMP 10-2.
5. Ensure scheduled individuals attend EM training.
6. Attend scheduled EMWGs as required.
1.2(fill in office symbol of Unit EM Rep), will be appointed as the Unit EM Program
Representative and will manage the(fill in unit) program by:
1. Completing on-line Unit EM Representative training upon assignment and prior to local
EM Program Representative training.
2. Attend local EM Program Representative training within 60 days of assignment.
3. Submit Unit Emergency Management (EM) Program Report, within 5 duty days after the
end of the reporting quarter.
4. Conduct semi-annual EM self-assessments.
5. Coordinate, through the R&EM Flight ((fill in unit)), an annual Staff
Assistance Visit.
6. Brief the Commander,(fill in unit)), on matters regarding the EM Program
either at unit staff meetings or by individual appointment.
7. Disseminate and document EM Information Program material at least quarterly to unit
personnel.
8. Brief newly assigned unit personnel on EM information. See paragraph 1.2., for
additional information.
9. Coordinate with the unit scheduler to secure EM training for required personnel.
1.3. The Unit Deployment Manager is responsible for ensuring all unit personnel assigned to

deployable UTCs are fully trained and qualified. Once personnel are tasked to deploy, Unit Deployment Manager will ensure personnel complete the CBRN Awareness on-line training and personnel schedule to attend CBRN Survival Skills training.

- 1.4. The unit scheduler will use Automated Civil Engineer System—Unit Scheduler (ACES-US) to secure training for unit personnel for CBRN and EM classes.
- 1.5. The unit UCC Director is responsible for the operation of the UCC. The UCC Director will also:
  - 1. Conduct an annual review of UCC checklists and update UCC checklists as required.
  - 2. Ensure UCC manning is sufficient to conduct 24-hour operations.
  - 3. Ensure requirements listed in AFMAN 10-2504, *Air Force Incident Management Guidance For Major Accidents and Natural Disasters* are met and any deficiencies are identified to the unit commander.
  - 4. Operate out of the alternate UCC at a minimum of once per year.
  - 5. Ensuring all members assigned to the UCC complete UCC Operations Computer Based Training, attend UCC Operations hands-on training, and participate in at least one exercise annually.

# 2. Information Program.

- 2.1. The Unit EM Program Representative will ensure all newly assigned military and civil servant personnel to "XX" CES and "XX" MSG Staff positions attend "Right Start" through Base Emergency Preparedness Orientation, or in the case of contractors, receive new-hire orientation.
- 2.2. The Unit EM Program Representative will conduct specific EM Orientation to all newly assigned personnel as part of unit in-processing. The briefing will consist of:
  - 1. Unit hazards, natural and man-made.
  - 2. Unit shelter-in-place program, lockdown, facility evacuation, bomb threats, recall rosters, and exercises response procedures.
  - 3. Unit mobility Program.
- 2.3. Quarterly disseminate EM Information Program material to all "XX" CES (military, civilian and contractor) and "XX" MSG staff positions.

# 3. Unit Specific Implementing Instructions.

- 3.1. Unit personnel will review implementing instructions at least annually and modify checklists as needed.
- 3.2. When activated, the EOC/UCC will review checklists applicable to the situation and make modifications as need. This review will be annotated as the last line entered in the Activities Log.
- 3.3. Specialized teams (i.e. EMST, Damage Assessment Teams) will maintain implementing instructions in support of all tasked functions
- 3.4. The EMST will provide a list of suggested changes to the EM Section for any checklists used during tasked operations. The EM Section will review suggested changes, modify checklists as needed, and maintain a working set for the EMST.
- 3.5. Damage Assessment Teams will modify checklists as needed.

## 4. Emergency Management (EM) Program Report.

- 4.1. During the last month of the reporting period, the Unit EM Program Representative will begin reviewing the EM Program Report.
- 4.2. The Unit EM Program Representative will request and review all Letters of Appointment of "XX" CES and "XX" MSG staff DRF members for changes and update information on the EM Program Report as needed. Letters of appointment that will be reviewed are:

- 1. Unit EM Program Representative
- 2. Unit Control Center
- 3. Emergency Operations Center
- 4. Crisis Action Team
- 4.3. The Unit Deployment Manager, in coordination with the Unit EM Program Representative, will review UTC information and CBRN conducted training.
- 4.4. The Unit Security Manager will review the security clearances of members assigned to the EOC and Crisis Action Team.
- 4.5. In coordination with EOC members, Crisis Action Team members, UCC Director, and Specialized Team leaders, the Unit EM Program Representative will provide checklist review information.
- 4.6. When completed, the signed quarterly report will be posted on the Installation EM collaboration site.

### 5. Self-Assessment.

5.1. Twice a year (during the months of March and September), the Unit EM Program Representative will conduct a unit EM self-assessment on "XX" CES and "XX" MSG staff using the SAV checklist. Information will be entered directly on the checklist and posted on the Installation Emergency Management collaboration site. The Unit EM Program Representative will notify the "XX" CES Commander of any significant deficiencies.

## 6. Training and Documentation.

- 6.1. The R&EM Flight will document all EM training conducted using ACES-PR. Sign-in rosters will be used for all training conducted and filled according to the current EM file plan.
- 6.2. The Unit EM Program Representative will post a copy of all ADLS training certificates on the EM collaboration site. The Unit EM Program Representative will use the following naming convention when posting certificates: [Team Name] [Last Name, First Initial] [Date of Training] (i.e. EOC ReidA 20120707).

## **Attachment 5 (Added-AFRC)**

### AFRC TENANT WING EMERGENCY MANAGEMENT PROGRAM

- **A5.1.** (**AFRC**) **Purpose.** This attachment outlines the purpose, functions, staffing, organization, **and** duties of AFRC EM personnel. This attachment also applies to the CES R&EM Flight on AFRC installations and stations (except where noted by "Tenant wings only").
- **A5.2.** (**AFRC**) **General Functions.** The R&EM Flight ART and the EM civilian assigned to tenant AFRC units manage the wing/group EM program according to their core personnel document and support the host EM program according to local directives.
- **A5.3.** (**AFRC**) **Manning.** The manpower for the tenant R&EM Flight is determined by the tasked UTC. The full-time flight manning is shown in the applicable Part A UMD under FAC 44EB. The reservists authorized for the flight and the applicable UTC are shown in the Part B UMD under FAC 44EB.

### A5.4. (AFRC) Organization.

- A5.4.1. (**AFRC**) During UTAs, the tenant R&EM Flight reports to the CES/CC. The R&EM Flight Superintendent assigns internal flight duties as necessary.
- A5.4.2. (**AFRC**) -(Tenant wings only) During the week, the EM ART is the Reserve wing EM Program functional.
- A5.4.3. (AFRC) During deployments, the flight becomes a part of the deployed location R&EM Flight or E M function. EM personnel report according to deployed location requirements and man additional posts as required.

## **A5.5.** (**AFRC**) Plans and Operations.

- A5.5.1. (AFRC) Prepare and/or track all planning documents which task the flight or support wing/group EM and CBRN operations.
- A5.5.2. (AFRC) Develop checklists supporting the EM program and generic emergency action guides, procedures, or checklists to support war and contingency plans. Review annually.
- A5.5.3. (AFRC) -(AFRC installations and stations only) Where postured, the EM ART provides input to the EM office so that updates, issues, and problems can be presented to the installation EMWG or other forums based on topic.
- A5.5.4. (AFRC) -(Tenant wings only) Develop an information program if the host base does not have one. At least quarterly, the R&EM Flight furnishes materials to commanders to train their units. Use all available media to disseminate information: social media, handouts, posters, base bulletin, SharePoint, base newspapers, etc. The program emphasizes:
  - A5.5.4.1. (AFRC) Applicable seasonal hazards and protective actions.
  - A5.5.4.2. (AFRC) Major accidents, natural disasters likely to occur at the installation, terrorist use of weapons of mass destruction (WMD) and active shooter.
  - A5.5.4.3. (AFRC) Command and control, passive defense measures, mission recovery, common task soldier skills, and sustainability.

# A5.6. (AFRC) Equipment.

- A5.6.1. (AFRC) -(AFRC EM Offices) Orders, stores, and performs owner/user-level maintenance for assigned EM/CBRN equipment and material.
- A5.6.2. (AFRC) Advises EM representatives on CBRN equipment assigned deployable units maintain on hand. Ensures required inspections are accomplished.

# A5.7. (AFRC) Training.

- A5.7.1. (**AFRC**) During peacetime, the primary duty for 3E9X1, EM personnel is to train for the tasked UTC contingency mission and associated planning documents.
- A5.7.2. (AFRC) Analyze the threat at the deployment location to the intelligence threat assessment.
  - A5.7.2.1. (**AFRC**) Provide a chemical-biological threat protective measures briefing to personnel deploying to CBRN high and medium threat areas (HTA/MTA). **Note:** Refer to AFI 10-2501 for further guidance on frequency and applicability.
  - A5.7.2.2. (**AFRC**) Include any unique training materials developed by the gaining MAJCOM and/or theater commander.

# **Attachment 6 (Added-AFRC)**

### STANDARDIZED STAFF ASSISTANCE VISIT REPORT FORMAT

MEMORANDUM FOR: CES/CC or BCE, MSG/CC, Wing/Group/CC, Visited Unit/Staff Agency/CC IN TURN

FROM: XXX CES/CEX or CE/CEX

SUBJECT: Emergency Management Program Staff Assistance Visit (SAV) Report (Suspense: XX XXX XX)

- 1. Purpose of the Visit: A staff assistance visit to the (name of unit or staff agency visited) was conducted on (date of visit) to ensure compliance with AFI 10-2501, as supplemented; (name of installation) IEMP 10-2, and other pertinent directives.
- 2. Personnel Conducting Visit:
- 3. Principal Personnel Contacted:
- 4. General Observations: (Short narrative of the positive and negative aspects of unit EM program)
- 5. Specific Observations:
  - a. Program Emphasis: (Provide feedback on AFI 10-2501, Attachment 4.)
    - (1) Program Review: (You may consolidate subparagraph comments under the following major paragraph headings.)
      - (a) Observations: (Explain observation, problem, repeat discrepancy or commendable item.)
      - (b) Recommendation: (Explain procedures to follow for permanently correcting problems or how to improve an already satisfactory program.)
      - (c) Assistance provided: (Use if applicable)
- b. Unit Support: (Comment on AFI 10-2501, Attachment 4.)
- 6. Send a response to this SAV report addressing the corrective actions for all findings with estimated completion dates for each. The response must be received by to XXX CES/CEX or MSG/CEX by the end of the second UTA after the SAV report date. If a discrepancy will take longer than 60 days (from reply date) to correct, provide justification for the delay.

FIRST MI LAST, Rank, Grade EM Position